

JULY 1, 1941



TWENTY CENTS

JUL 8 1941

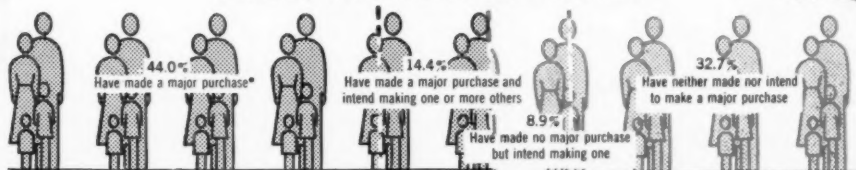
JUL 8 1941

# Sales Management

## Don't blame the worker if he SITS ON HIS MONEY

Cold figures show that advertising pressure and other forms of promotion have not kept pace with increases in employment and earnings. So perhaps it shouldn't be surprising that an early June survey by Ross Federal for SALES MANAGEMENT (full details on inside pages) shows that 4 out of 10 families with increased incomes in the "lower third" income group have not made a major purchase within six months, even though the family earnings have increased on an average of \$415 a year.

### FAMILIES WITH INCREASED INCOMES

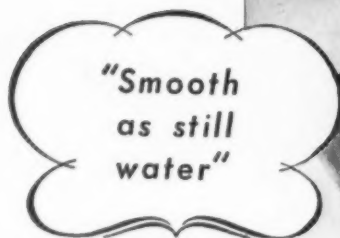


\*refrigerators, washing machines, new furniture, radios, stoves, fur coats, and so forth.



PICTOGRAPH BY  
Sales Management

MAGAZINE OF MODERN MARKETING



# Levelcoat<sup>\*</sup> PRINTING PAPERS

Providing all the beauty of costly printing papers at the price of ordinary paper!

IN *Levelcoat*<sup>\*</sup> Kimberly-Clark has perfected revolutionary new kinds of coated printing paper. *Levelcoat* papers are not only smooth—they are *super-smooth*. And, equally important, they are *not* costly to use! New, exclusive coating processes produce the printing surfaces ideal for distinctive, sales-making printed pieces. Clear, vivid reproduction distinguishes the typical *Levelcoat* job. Words and pictures stand out, get attention, work for you. Here's selling power!

And consider the savings: with *Levelcoat* papers you obtain *all the beauty of costly printing papers at the price of ordinary paper*. If you have been buying the highest quality printing, you now can buy more printing at the same price by

specifying *Levelcoat* papers. You get more for your money without sacrificing quality.

Perhaps you have a small printing budget and you have been limited to not-so-good appearing catalogs, circulars and brochures. You can now step-up to *Levelcoat* quality paper at little, if any, extra cost, and benefit by a mighty respectable job!

**Seeing is believing . . .** See *Levelcoat* samples today. Ask your printer or paper merchant. Or write Kimberly-Clark for proofs of printed results heretofore obtainable only with high-cost printing papers. You'll agree, these new papers do most for the money! Available through your paper merchant. Or, inquire direct.

**Trufect<sup>\*</sup>**  
*Levelcoat Paper*  
Made super-smooth by new, exclusive coating processes. For high-quality printing.

**Kimfect<sup>\*</sup>**  
*Levelcoat Paper*  
Companion to Trufect at lower cost. For use where quality remains a factor, but less exacting printed results demanded.

**Multifect<sup>\*</sup>**  
*Levelcoat Paper*  
Where economy counts in volume printing, this grade does a splendid job.

<sup>\*</sup>TRADE MARK

**KIMBERLY-CLARK CORPORATION • Established 1872 • NEENAH, WISCONSIN**  
NEW YORK—122 East 42nd Street      CHICAGO—8 South Michigan Avenue      LOS ANGELES—510 West Sixth Street

Bus. Adm.

# What makes a MARKET?



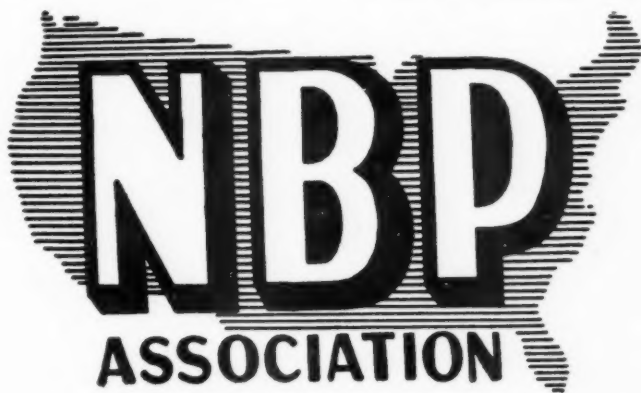
Your market is not a circulation total. It is composed of specific men, usually with names and titles known to you and whose buying influence is known or strongly suspected by you.

The same considerations that lead you to single out *these* men as your real market determine their inclusion in the entirely selective and controlled circulation of the *National Business Paper* directed at that market. And since the N.B.P. publisher conducts a continuing survey of the market, you may find included in his list buying factors as yet unknown to you . . . and excluded from his list men who unknown to you have moved out of your market.

To make sure you get what you pay for, the N.B.P. publisher voluntarily submits his circu-

lation once every 6 months to a complete and thorough audit by the impartial Controlled Circulation Audit (C.C.A.). The results of the audit are available to you at any time.

You are invited to select any prospects or customers whom you want especially to reach . . . and check their appearance in the attested circulation of the N.B.P. magazine in your market. Such a test, together with the demonstrated reader interest in its editorial content and the consistent appearance of *value-minded* industrials in its advertising pages, leads wise advertisers to only one conclusion . . . to the advertising pages of N.B.P. . . . where you get what you want and get what you pay for. NATIONAL BUSINESS PAPERS ASSOCIATION, 2 West Forty-fifth Street, New York City.



## NATIONAL BUSINESS PAPERS ASSOCIATION

Circulation audited semi-annually



by Controlled Circulation Audit, Inc.



# Sales Management

VOL. 49, NO. 1

JULY 1, 1941

## CONTENTS

### Advertising

- For What Type of Product Is "Soap Opera" a Good Buy?..... 18  
*As told to James H. Collins by Duane Jones, Vice-president,  
Maxon, Inc., New York*

### General

- How New York Telephone Company Is Training Voices to Smile..... 34  
Sales Heads Elect New Officers at NFSE's Cincinnati Convention..... 17  
Significant Trends ..... 15

### Markets

- "The No Longer Submerged One-Third": How It Spends Its Increased Income.. 24  
*A SALES MANAGEMENT-Ross Federal Research Corp. survey*

### Product Design

- Designing to Sell ..... 70

### Sales Contests

- Our Jobbers' Salesmen Compete in a Year-Round Christmas Contest..... 60  
*Based on an interview with T. H. Belling, General Sales Manager,  
Fram Corp., East Providence, R. I.*

### Sales Policy

- International Nickel Helps Customers to Do Without Its Goods!..... 44

### Sales Promotion

- Allis-Chalmers Dealers Buy 198,000 Calendars for "Year-Round" Coverage.... 38  
*Based on an interview with E. E. Cole, Advertising Department, Tractor Division,  
Allis-Chalmers Manufacturing Co., Milwaukee*  
Dress Your Catalog as a Sales Tool—That's What It Should Be ..... 26  
*The third of a series of three articles by Harry Simmons*  
How Los Angeles Plugs Its Goods in Your City's Main Street Stores ..... 59  
Motor-Makers Capitalize America's Perennial Love of the Big Top ..... 22

### Departments and Services

- Advertising Agencies ..... 69  
Advertising Campaigns ..... 20  
Comment ..... 80  
Current Effective Buying Income ..... 12  
Marketing Flashes ..... 73  
Media ..... 76  
SALES MANAGEMENT High-Spot Cities ..... 64  
SALES MANAGEMENT'S Future Sales Ratings ..... 10  
Scratch-Pad ..... 62  
The Human Side ..... 2

### Notes from the Managing Editor's Desk

On the way to the Federation meeting in Cincinnati, I stopped in half a dozen Ohio cities to talk with sales executives about defense problems. For defense is fully as much the problem of the sales heads of business as it is the problem of the production manager. If anybody thinks otherwise, he is wrong. Not only are the sales heads concerned about prorating of stocks, about educating dealers on substitutions for priority materials, and about manpower problems, but the great majority of them are doing some tall thinking about management strategy for the days that will follow the defense emergency.

\* \* \*

Speaking of the Federation, Harold Cummings, retiring president, reported substantial increases in memberships for the year, and proposed a broad scale membership drive to begin this Fall. This youthful organization is beginning to find itself, and our prophecy is that in the next few years it will grow into one of the strongest and most influential of all professional business groups in this country. It can and will do much to gain recognition for the importance of sales executives in the national economy, and to build higher professional standing for salesmanship.

\* \* \*

And now, by way of proving what we said in the first paragraph about business men who are looking into the future, let us call your special attention to an article in this issue about International Nickel: A company that is aggressively helping its customers to do without what it has to sell. Page 44.

A. R. HAHN



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# Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending July 1, 1941:

## More Than 99 44/100 Pure

NATIONAL INCOME PAYMENTS for the year 1940 and for the first three months of 1941 were released early in June by the Department of Commerce. If those estimates are reasonably correct, and they *should* be more nearly correct than estimates of private organizations since the Government has access to more sources of information, has a large, painstaking technical staff—if these estimates are the best there can be, and may be taken as standard, then hats off to SM's Ray Prescott, head of our Research Department. His estimate of 1940 income was 99.90% pure.

On Page 12 of SALES MANAGEMENT for November 1, 1940, on the regular "Current Effective Buying Income" page, he estimated the USA Effective Buying Income for the full year 1940 at \$74,202,000,000. Several months later the Federal Government released *its* estimate: \$74,272,000,000.

Every month on that page Mr. Prescott has been predicting income for a 12-month period ending 60 days away. *Effective with this issue the forecast is extended to 90 days, thus making possible its use in quarterly setting of quotas and budgets.*

Here's the comparison, in millions of dollars, of the Federal estimates (remember, the monthly figures became available only three weeks ago)—and those made by SALES MANAGEMENT long before the close of each period:

Twelve Months Ending	U. S.	SALES MANAGEMENT	Date of SM	SM% of Accuracy*
December 31, 1940	\$74,270	\$74,202	11/1/40	99.90
January 31, 1941	74,720	74,850	12/1/40	99.83
February 28, 1941	75,310	75,040	1/1/41	99.64
March 31, 1941	76,100	75,680	2/1/41	99.45

\* Assuming the Federal estimate to be the correct one.

**EVERY PERSON  
IN OUR ENTIRE ORGANIZATION  
HAS INVESTED IN  
DEFENSE STAMPS  
OR BONDS**

**HAVE YOU BOUGHT YOURS ?**

GOEBEL BREWING CO · DETROIT

It's enlightened selfishness to devote advertising space and time to helping the National Defense program. Goebel Brewing Company, Detroit, is using this copy in newspapers and on posters and their own trucks.

JULY 1, 1941

Effective Buying Income for the 12-months ending August 30, 1941, is given on Page 12 of this issue. To get the *total* for the period, add the national figure given in the April 10 Survey of Buying Power (74,182 millions instead of the original estimate of 74,202) to the last column on Page 12, "Gain in millions since 1940." The resultant figure, \$79,291,370,000, is our estimate of national income for the year including the last of September. Carrying our projection further ahead, using the same formula which has proved so amazingly accurate, we see a full-year 1941 income of about 82.7 billions of dollars. Don't hold us too closely on that, however, for we aren't claiming such accuracy for a full half-year ahead.

As a sales planner you want to look into the future instead of back into the past. Two regular features in this issue, "Future Sales Ratings" (Page 10) and "Current Effective Buying Income" give that forward look.



## George Spelvin Speaks His Mind

THAT MYTHICAL BUT TYPICAL AMERICAN, George Spelvin, dropped in the SALES MANAGEMENT offices the other day. George was sired by theatrical men years ago when they needed a *nom de plume* for the second appearance of an actor who came on as two characters in a play, and recently he was adopted as a foil by Westbrook Pegler. After the usual amenities, George asked, "I don't know any BIG BUSINESS MEN, do you?" I admitted that I knew a few.

"Pretty smart cookies, aren't they, or they wouldn't get as far as they have?" That seemed a reasonable statement. I nodded.

"Well, I'm just an ordinary guy, and don't pretend to know very much about psychology, but it strikes me that I must be very dumb if certain big advertising campaigns are good."



"Won't you be more specific, Mr. Spelvin?"

"Okay. What about this Teel campaign that says, '8 out of 10 adults risk cutting cavities into the exposed soft part of teeth by brushing with leading tooth pastes and powders?'"

"Well, what do *you* think of it, George? You're supposed to be the typical American."

"I think *this* about it; I think that if any of the women's groups or a college professor or the Consumer's Union or a branch of the Federal Government were to say a thing like that, most of our business men, headed by the N.A.M. and the AFA and the NFSE, and including the makers of Teel, would yell their heads off about 'subversive propaganda—anti-Americanism—the damn Reds are trying to ruin honest business,' and so on and so on."

"Go on, Spelvin. You may have something there."

"Now don't tell me that it's perfectly okay for business men to knock advertised products in publications that reach *millions*, while it's Communistic if Consumers Union does it in a little publication that goes to a few tens of thousands! I'm not *that* dumb."

"Yes, and here's another thing," George continued. "If what they say about Teel is true, and the leading tooth pastes and powders *ruin* my teeth instead of helping them,

what about all the other advertised products I have been sap enough to believe in?"

"You weren't a sap, George. They are good products or they wouldn't stay on the market."

"That's one hell of an argument. I thought you were at least halfway intelligent. Why what they've proved is that a lot of advertising can fool the public, that's what they've proved—by some head of a big laboratory. Probably I wouldn't have had any dentist expense if I hadn't fallen for Squibb and Colgate and Ipana and Dr. West and Pepsodent, and a few others in my time. And if *they* are such big liars, then I probably am being swindled much the same by Ford and Maxwell House and Gillette and Kellogg and God knows how many more."



"But George—you like those products, don't you? They've given you satisfaction, haven't they?"

"Yes, I guess so, but who am I to stack my judgment against the findings of scientific experts? I can be fooled, I guess. Oh yes, and here's *another* thing that gripes me—these publications and radio stations that have helped to sell me all these lousy advertised products. Something ought to be done about them. They ought to pay a good stiff special tax on all the advertising they carry. Then maybe they'd be more careful."

"Now listen, George, you're jumping to —"

"Oh no, I'm not. I had heard and read a lot of the same stuff coming from the groups your associations of sales managers and advertising men have been attacking, but I didn't take it very much to heart. I gave advertising the benefit of the doubt. But now that a big reputable business concern hands me the same line, I guess it proves that the radicals were right all the time. It's hard to know *what* to believe in these days, isn't it?"

And with that George drifted out, shaking his head and muttering something about his going to read a book by Harold Rugg that night.

## How Much Curtailment?

THE DEFENSE SPENDING SITUATION may be summarized as follows: Arms budgeted, roughly 45 billions, orders placed, 18 billions, orders actually filled, a mere seven billions, or one-sixth the total. The defense program which is now grinding out dollars for weapons at a billion a month has a goal dangled before it three times as high. Industry is going to be deluged with new contracts. Cries of "Hurry up" will be answered—and to an increasingly greater extent by the cutting down of certain types of consumer goods.

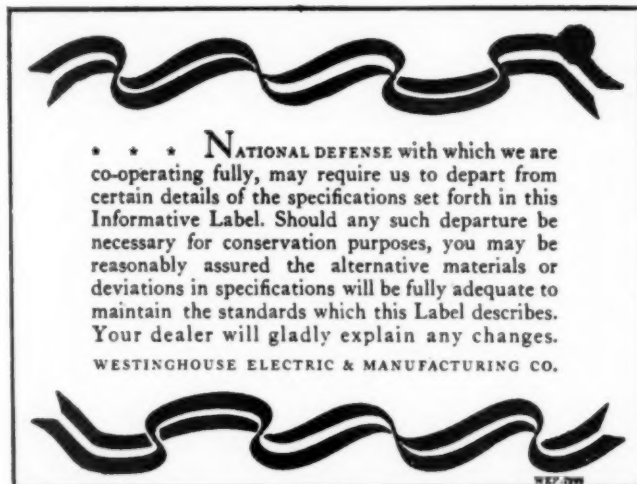
You can forget the story going around that the automotive industry will cut its production by 50% or more. It is perfectly true that the call is for a real and not merely a nominal curtailment, but responsible government officials are not anxious to stop bluntly automobile production because of the resultant unemployment of men who could not quickly be reabsorbed into defense industries.



It is natural, of course, that prominence is given to reports which call for a reduction in civilian goods. But on the other hand, little is said about the work being done both by government officials and by progressive business men to gear the national economy so far as possible now not only to production of arms but also to just as many civilian goods as possible, with the idea of getting the national spending momentum and consumption of goods

up to a peak that will—with the help of a temporary interim public works program—carry right over into the post-war period.

While both patriotism and priority controls make it necessary to put war business first, most companies should be able to use substitutes so as to hold present customers. Even in England today, where the war effort is supposedly "all-out," only 25% of the goods manufactured are strictly "war" goods. In our own automotive field, about which most of the wilder stories of curtailment revolve, the major trouble seems to be a shortage of alloys. Nickel and steel form the initial problem. But is there any reason to believe that American ingenuity, which has always been so successful in developing new products, will fail this time in developing substitutes which will aid in solving the situation?



Westinghouse beats the customer to the punch—by explaining with a special tag on appliances that National Defense needs may make necessary the use of certain materials not called for on their informative labels.

As a general rule, the automobile industry has a fairly regular cycle of two good years and one bad year. The present cycle is not running true to form because we are now completing the third year of exceedingly high production and sales. While it will be necessary for the automobile industry to curtail production of the 1942 models, there is a good chance that the high production would not be needed by the industry anyway in spite of the very high level of purchasing power. We might even say that the industry is fortunate in having defense orders to take up the slack.

It is estimated that the 1941 model year production of cars and trucks will be 5,385,000 units, and a restricted 1942 schedule based upon the industry's own volunteer cuts would bring the figure down to 4,200,000.

But let's assume that instead of a 20% cut it is a 45% cut. That would bring the total to 3,000,000 cars. It sounds like a terrific reduction, but such a level would nevertheless compare very favorably with the 2,655,000 cars produced in 1938. And when you recall that in 1938 General Motors earned \$2.17 a share and paid \$1.50 a share in dividends, the industry's position does not appear to be entirely hopeless, especially as returns will also be received from armament activity.

Unless business men get badly bitten by the "What's the use?" or the defeatism bug, it still seems possible to do a good rearmament job and also keep up the production and sale of civilian goods at a level which, except for boom years, would rank exceedingly high. Certainly it isn't time yet to fire salesmen and curtail advertising.

P. S.

SALES MANAGEMENT



Harry G. Moock, (below) vice-president, Plymouth Motors Corp., Detroit, was elected second vice-president of the NFSE at the annual election of officers.



At the sixth annual convention of the National Federation of Sales Executives members participated in round table discussions of current sales and production problems for defense. These were broadcast over WKRC and 178 stations of the Mutual Broadcasting System. Taking part in the first session were (left to right, seated) R. D. Keim, vice-president, E. R. Squibb & Sons, New York; Kinsey N. Merritt, general sales manager, Railway Express Co., New York, new president of the NFSE; Frederick B. Heitkamp, vice-president in charge of sales, American Type Founders, Elizabeth, N. J.; I. S. Randall, assistant to chairman of the board, TWA, Kansas City; Floyd S. Chalmers, editor, *Financial Post*, Toronto. Standing are Ralph Hess, of Ralph H. Jones Agency, Cincinnati, discussion leader; and Syd Cornell, WKRC-MBS commentator.

## Sales Heads Elect New Officers at NFSE's Cincinnati Convention



(Right) Irving Everett, sales manager, Swift Canadian Co. Ltd., Toronto, left, and J. Noh, vice-president, McKesson & Robbins, St. Louis, were two new regional directors elected by the NFSE.

(Left) Kinsey N. Merritt, the new Federation president, (left), talks over affairs with the out-going president, Harold J. Cummings, vice-president, Minnesota Mutual Life Insurance Co., St. Paul.



(Right) SALES MANAGERS' cup, awarded annually to the sales executives club affiliated with the NFSE which "does the most in a year for the advancement of salesmen," being presented to Harold E. Pim, of International Business Machines Corp., Boston, representing the Boston Sales Managers Club. W. V. Ballew is making the presentation.



(Left) C. D. Cox, district sales manager, West Disinfecting Co., Dallas, at left, and A. H. Carter, sales manager, fertilizer division, Canadian Industries, Ltd., Toronto, were among the vice-presidents elected for the forthcoming year.







"Sentimental drivel," you say? You don't believe anybody listens to that stuff? Come, now, be a realist. Here's some proof: The mail room of one of Mr. Jones' clients the first day after "soap opera" went to work to extract dimes and boxtops from women listeners.

## For What Type of Product Is "Soap Opera" a Good Buy?

Answer: Items of frequent purchase, which sell from a nickel to a half-dollar. The daytime radio serial with the familiar Cinderella theme is analyzed here by a well-known advertising agency executive.

As told to James H. Collins

**BY DUANE JONES**

*Vice-President, Maxon, Inc.,  
New York*

**T**HE oldest story in the world is that of Cinderella, the little gal (she is sometimes a boy), getting along against difficulties.

She has long sold merchandise indirectly to readers who follow her into the back pages of magazines. But it took the radio daytime show to turn her into a direct saleswoman. Sales appeals cannot be woven into magazine or movie stories, but in the daytime show—the "soap opera"—it can, and with amazing results.

The daytime show dates back to 1933, when networks had the problem of selling daylight time. Evening shows were popular, but sponsors could not understand why anybody listened in daytime—they were at their

offices, and forgot their wives, listening while doing housework, planning meals, making up shopping lists.

But when Cinderella was given a chance in daytime shows such as "Ma Perkins," today the most popular of its kind, she was found to have lost none of her popularity.

Today, there are more than 50 of these five-day-a-week dramatic shows on the air, nationally and regionally. With over 250 performances every week, hundreds of players are employed in a theater that has no scenery or effects, everything being supplied by the listener's imagination.

But this theater has a box office. Daytime shows are usually "blue chip" productions, costing at least \$500,000

yearly. So, results are very closely checked. The show must sell merchandise. If listeners do not respond by sending in box-tops or labels, with a dime or quarter, to get a premium, the show is sent to the storehouse like any Broadway "flop."

What kind of merchandise does Cinderella sell on the air? And what are her sales tactics?

She is a specialty saleswoman, limited to rather a narrow range of goods. She probably could not sell automobiles, or anything expensive, or anything bought at long intervals. Nor has she proved successful in selling shoe polish or Worcestershire sauce—products in the moderate price range, bought infrequently.

Where Cinderella shines brightest is in selling soap, cereals, soup, coffee and the many other commodities bought frequently for the home, ranging in price from a nickel to a half-dollar. These are the products that run into big volume, and have high repeat sales value.

Because it is bought frequently, the housewife is always wondering whether the soap she uses is as good as some other brand. Americans like the very word "new." It may mean an improvement. If another brand of soap interests the housewife, and she is

offered a premium to try it, down it goes on her shopping list. She buys, sends a wrapper with a dime, gets a premium. She has to buy soap anyway. If she doesn't like the new brand she can always go back to the old.

Cinderella's sales tactics are based on the universal love for a story. Successful daytime shows are generally built on a magazine, book or movie story that has proved its popularity, though some are original stories that fit the formula. And chief ingredient of the formula is a character like "David Harum" or "Tugboat Annie," a character helping other people through their difficulties, and often also a household drudge, as was Cinderella herself.

There is a Cinderella right in your own kitchen. I can prove it with box-tops.

Every woman carrying the burden of a household, with its eternal round of breakfast, dinner and supper, soup, soap and coffee, world without end, is bound at times to feel a little sorry for herself, and imagine what she might be if Prince Charming came along.

Especially when things go wrong. Even if she has servants to help. Even men, in their office routine, which is another kind of housekeeping, will feel sorry for themselves when things go wrong, and imagine what they might be if they could run away to a desert island.

### Big-hearted Small Towners

Box-tops prove the Cinderella in the average woman, because she sends them to us with a dime or quarter, to get such premiums as garden seeds, gelatin molds, or some other article dramatized by Cinderella in a daytime show.

You may think that your intellectual wife is above sending box-tops. But she isn't above listening to a serial story, and if it offers a new brand of gelatin, with molds made as hearts and spades, diamonds and clubs, not to be bought in stores, just the thing for bridge parties . . .

Well, we probably have a box-top from your wife, and Cinderella has made a sale.

The most popular daytime shows tell continued stories of everyday people beset by the daily drudgery of life, generally in small towns. The heroine or hero rises above troubles, and helps others rise.

For example, "David Harum," which I originally sold, and one of today's outstanding daytime shows, was based on the book which had repeatedly proved its story appeal in screen versions. David is a small town banker, helping small town people in

their troubles, and especially sharp in detecting deceivers.

"Ma Perkins" is the mother of a large family, a household drudge, helping her own folks, and the folks all around. She is Cinderella grown up, and she is also the fairy godmother.

Listeners see themselves reflected in such stories. If the show is being plotted to sell cosmetics, stress will be laid on the young woman who is after her man, and the older woman who wants to keep her man.

You can be pessimistic about the popularity of such themes, and say that they reconcile people to their troubles by showing them that others have the same troubles.

I prefer to be optimistic, and say that listeners feel that there is right in the world, that courage, cheerfulness, helpfulness bring their rewards.

In the radio show, you can have Cinderella, Prince Charming or the fairy godmother step out from behind the curtain and speak for your product. Or you can weave selling appeal into the story itself, provided you do not do it baldly.

Your daytime show must first build up listeners, as a magazine builds circulation. In both cases, there must be interest and confidence. When the audience has formed a liking for the story people, it will accept what they say on behalf of a product, within certain limits.

Radio listeners know that Cinderella is paid by a sponsor, who gets his money back in product sales. It is astonishing how much respect is accorded the "commercial" in audience shows, where you hear a tense hush while a sales talk is being made for

the product. The studio audience knows this commercial pays for the show. It is anxious that a lot of the product be sold, to the people "out there." It will actually hold its breath. And where the commercial is properly done, it will applaud.

In daytime shows, the "build up" often goes further. For instance, in one show that I developed, it was necessary to prove listener interest, and show that listeners bought the product. The sponsor was hard-boiled, and wanted to be shown.

We prepared several weeks ahead. One of the characters in the story "went wrong." The audience was deeply concerned about Mary, wrote letters about her, wanted to see her turn back to the right path. After suspense, Mary did take the right path. To support herself coming back, she made aprons. Unsolicited letters poured in, praising Mary.

Then we offered a kitchen apron for a box-top and a dime. If you have experience with such responses, you may write down your guess as to how many dimes came in. Then read the correct number: over 800,000.

### 15 Tons of Blarney Stone!

In "David Harum," we started a build-up by sending a man to Ireland, to buy stone from around Blarney Castle, whose original kissing stone is supposed to make anybody good at persuasive speech. He bought 15 tons of stone! It was broken up in pieces large enough for a charm, and set in bracelets.

In the show, we had one of David's best friends die, leaving only an express receipt for a huge piece of stone from Blarney Castle. To help the dead man's family, David had this stone cut up for charm bracelets. When we offered our bracelets, for a quarter and a box-top, more than 400,000 were received, and the 15 tons of stone vanished.

That's the way Cinderella does it, but there are a good many tricks and angles to the technique.

The daytime show urges listeners to show their love for Cinderella by hurrying to the grocer's, buying the product, sending in the box-top and a dime to prove their hearts are in the right place.

And they do it! The results from daytime dramatic shows will astonish you. They would have surprised Jules Verne, because they are astronomical.

By a happy chance of cut-and-try, some years ago, I discovered that garden seeds have a strong appeal as a premium, provided you dramatize them in a show like "Ma Perkins," offering seeds to grow an old-fashioned "Ma Perkins" garden. Seed offers have been



Agencyman and Impresario Jones



known to bring in over 1,000,000 dimes, with box-tops, in a ten-day period.

One agency producing daytime shows—an agency with which I was associated and about which I can speak with knowledge—secured more than 86,000,000 box-top returns from daytime shows during five years, all accompanied by dimes and quarters—\$10,000,000 for Cinderella, the little gal getting along.

The evening show is best suited to the "entrenched" product, with its reputation made. The daytime show is suited to the "fighting" product, entering the same field in competition, with its reputation still to make.

For that reason, daytime shows must pay their way, and the producer must prove that it is paying its way by tangible returns, through box-tops and coins.

Daytime shows have reduced selling costs to such an extent that, where \$4.50 per page per 1,000 circulation in periodicals is considered a fair average, the daytime dramatic serial has been known to deliver listeners at 50 cents per 1,000.

Part of the cost of periodical selling is in paper, printing and delivery of magazines. The chief cost for radio serials is in network time, story preparation and acting.

### It's Not Done with Mirrors

There is something a little uncanny in taking 20 or 30 pages of typescript to a broadcasting studio, having them acted over the air, and getting \$10,000 in dimes, from 100,000 people, the next week. To the advertising man accustomed to paper and print, pictures and engravings, it is a bit spooky. That is, if your daytime show "clicks"!

The script has to be plotted and written by people skilled in story sequences, dialogue and commercials. You must hire actors and actresses capable of vitalizing your characters.

The daytime show has two limitations!

First, it is adapted only to a narrow range of merchandise. Your product must be moderate in price, bought frequently, and enjoy a fairly steady market through the year. Items with high seasonal peaks and valleys are not suited to daytime shows, unless they are grouped in "families," so that one can be featured in Summer, another in Winter. The daytime show has been mistakenly applied to unsuitable products, with dismal failures. The actual shows were good, they attracted large audiences of listeners, but the box-tops didn't come in, because the listener didn't happen to be out of shoe polish or Worcestershire sauce just then, and weeks later, when they were ready to

buy, the brand name had been forgotten and the box-top offer had ended.

Second, if you have the right product, and the \$500,000 or more to spend yearly, there are only so many hours in the day when you can catch housewives listening at home. And only five days in the week, from Monday through Friday.

The choice spots on the national networks have been staked out like the choice claims in a new mining field. Most shows run 15 minutes, so there are four spots in each hour, and more, if you count the different national networks, and the regional territories to be reached through electrical transcriptions. To get a place for your show, you have to play Pussy-in-the-Corner.

Cinderella gains a vast radio audience, and holds it, because listening offers the easiest way to get a story. It isn't necessary to sit down and read, or to drop everything and go to a movie theater. The daytime show can be tuned in while the housework is being done.

It must be a good story, however, and if so, then it takes hold of listeners, and holds them, through continuity. Continuity is seven-tenths of the successful radio show, and "Amos 'n' Andy" were first to capitalize it on the air. As the daytime show is on the air five days a week, compared with the once-a-week average for evening variety shows, it very strongly

capitalizes continuity.

I've often asked myself what a story does for people, why it arouses their sympathies with fictitious characters, why they are eager to express their sympathy with Cinderella by going out and spending their money, and then sending in more money to prove they have spent.

Most of us find our lives rather meaningless even though, nowadays, life can be exciting, and dangerous, as well as quietly interesting and happy. No matter, it doesn't make sense! The people we know and live with, and the events of our existence from day to day, do not fit into any definite and dramatic pattern.

But tune in a good radio serial, and you find this confusion clearing up. There is a heroine and a hero, a villain, a comic character or two, a helpful "Ma Perkins" or "David Harum." The people stand out strongly, the happenings lead up to something, everything is going somewhere—which seldom happens in our own stories.

If the story is about people like ourselves, facing difficulties like our own, then it is a good daytime show. If you have the right product, and the blue chips, it will make money for you on the air.

Cinderella is a wonderful sales lady . . . if you do not forget that she is strictly a specialty saleswoman and do not employ her on the wrong kind of product.

## Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Outdoor Posters and Trade Press]

### Save Time by Air

Air Transport Association, Chicago, has long advertised the slogan "It Pays to Fly." That admonition has been changed to "Save Time by Air" and a new campaign has been launched.

Initial copy explains, "Never before in history has our civilization hung so precariously on the slender thread of *Time*. The *Time* of key men—technicians, scientists, workers, executives—is literally the lifeline of liberty and security for the United States. . . . Airlines are playing their vital part in defense. . . . They are aiding industry in conserving that most essential of all defense material . . . *Time*!"

The series will run in *Collier's*, *Cosmopolitan*, *Editor and Publisher*, *Life*, *Saturday Evening Post*, *United States News*, through Erwin, Wasey, N. Y. agency. Eastern Air Lines is using a similar theme in newspapers.

The association includes the 17

major air lines of the U. S. and Canada and aircraft manufacturers and suppliers.

### Acme's Biggest

Although the rest of the California brewing industry showed a sales decline of 2.2% for the first four months of this year, Acme beer sales increased 18.33%, according to Karl F. Schuster, president of Acme Breweries, San Francisco and Los Angeles.

His firm has begun the largest ad campaign in its history to maintain this pace. Over \$600,000 will be spent for newspapers, magazines, radio, and outdoor posters. Acme is the largest user of outdoor posters in California, reports Brisacher, Davis & Staff, S. F. agency in charge.

Acme beer, says Mr. Schuster, "accounted for 25.4% of all California beer sales by California brewers in April. There are more than 190 com-



petitors. In 1939 Acme was 19th in volume among all American breweries, while last year it had climbed to 16th place. Volume for the first four months of 1941 was over 5,132,000 gallons."

## Alka Seltzer E T's

Miles Laboratories, Elkhart, Ind., has begun a series of electrical transcription broadcasts on 120 stations of Keystone Broadcasting System, Inc., for Alka Seltzer.

The stations are "all in typical prosperous, small cities from coast to coast," according to Michael Sillerman, Keystone president. This "secondary market" system has been built up since December, 1940. KBS headquarters are in Chicago.

"Lum and Abner" ("homespun philosophy and entertainment") are featured on the 15-minute transcriptions on Mondays, Tuesdays, Thursdays and Fridays. To start the programs off with a bang, "Alka Seltzer Week" will be held in the 120 cities with merchandising tie-ups, local dealer display contests, etc. Wade agency, Chicago, is in charge of the account.

## Fashion Capital

Nine out of ten dresses worn by American women now carry a label indicating that they are a "New York Creation." It's part of a big drive by N. Y. Dress Institute in collaboration with the International Ladies Garment Workers Union to boom Gotham as the world's fashion capital.



Manhattan-made is a buyword.

Some 78,000,000 of the nation's annual output of 90,000,000 dresses (made by 800 N. Y. manufacturers) are so labeled. The label assures buyers that the dress is "of a superior standard of fashion, fit, craftsmanship and value." Distribution of it is rigidly controlled by the Institute, formation of which represents "unprecedented cooperation between employers and the 85,000 workers of ILGWU."

By early Fall J. Walter Thompson, N. Y. agency in charge, will start a schedule of newspaper, magazine and other ads. Fashions shows, possibly

touring the country, are planned also. How approximately \$1,500,000 annually, which is what the program will cost, is to be spent has not yet been decided in detail.

However, the effort is to continue through three years, paid for by Institute members. They pay one-third of 1% of their net sales into the fund. Objectives are dual: To sell more N. Y. made dresses, and to promote more efficient shop management in the trade.

## Scientific Babies

Mennen cooing babies are no more. No longer do smiling infants advise you to buy Mennen's antiseptic oil and antiseptic borated powder. Today Mennen Co., Newark, baby product ads are based on the fact that modern mothers are well acquainted with the technique of child raising, and are interested in the therapeutic value and medical research background of products.

The campaign is designed to reach the large hospital and medical market as well as the general consumer public.

Advertising Manager John H. Miller is using full page ads for the campaign with a striking, dramatic type of photographic illustration. Copy pays tribute to the achievement of the medical profession and hospitals in lowering the infant mortality rate, and capitalizes on the recommendations of doctors, nurses and hospitals.

Magazines used to date include *American Journal of Nursing*, *Baby Care Manual*, *Baby Talk*, *Congratulations*, *Good Housekeeping*, *Hospital Management*, *Ladies' Home Journal*, *Life*, *McCall's*, *Parents'*, *R.N.* H. M. Kiesewetter, N. Y. agency, is in charge.

## Rum Coming Up

British ships laden with Scotch whisky have gone to Davy Jones' locker, and, as a direct result, sales of rum are climbing. So is advertising of rum.

Ron Riondo, Puerto Rican rum (Somerset Importers, Ltd., N. Y.) will release a big newspaper and magazine drive this Fall. Copy will state that Ron Riondo is "Definitely superior in quality, definitely reasonable in price." Seventy-five newspapers and *Collier's* and *Life* are scheduled.

Year-round promotion of Gordon's gin in 198 newspapers, and of Haig & Haig Scotch in some 150 papers is also being handled for Somerset by L. H. Hartman, N. Y. agency.


Schiffelin & Co., same city, is boosting its Don Q Puerto Rico rum in newspapers of 16 states. Magazine

schedules are being increased as well. Agency: Geare-Marston, N. Y.

**GREAT  
THOROUGHBREDS  
At Aqueduct Today  
ISOLDE  
At the Bar Any Day  
Boots &  
Saddle  
WHISKEY**

**KENTUCKY STRAIGHT  
BOURBON WHISKEY  
BOTTLED IN BOND  
100 PROOF**

If not yet sold by  
your dealer, phone—  
W. A. TAYLOR & CO.,  
Circle 5-5700, N.Y.C.  
ESTABLISHED 1888  
SOLE AGENTS



Hot tips on horse and drink.

## Across the Board

When the Belmont Park Spring meeting opened on May 12, the track resounded with talk of jockeys, horses, odds and W. A. Taylor & Co., for on the inside front cover of the day's official program, Taylor, of N. Y., announced the two best bets of the day . . . Boots and Saddle bourbon whisky as the "day's best bet at the bar" and *Spanish Moss* in the fourth race as the "day's best bet at the track." When the horse came in paying \$5.10 for a \$2 ticket, the company was off on the first lap of an extraordinary and successful campaign.

The idea was a natural . . . for in addition to the name "Boots and Saddle," the bourbon is bottled in stirrup-shaped bottles, and lends itself to follow-up promotion at the bar. When racing authorities declared that the ad was a tip on the races, and forbade the continuance of the idea, Taylor took the hurdle by continuing to run its advertisements on Boots and Saddle as the "best bet at the bar," but instead of placing the selection for the day on the same page, readers were directed to the B & S ad in the day's *Journal-American* and *Herald Tribune*. Copy on the sport pages of these papers carries the choice for the day as a part of the Boots and Saddle ad.

(Continued on page 52)

# Motor-Makers Capitalize America's Perennial Love of the Big Top



## Plymouth's Motor Fair



Those three-dimensional movies sure are funny.



"... and the Talking Car said *straight to me* . . ."

The nights are gay with light and music.



Opening Parade: Police escort, bands, trucks twice as big as elephants.



Almost like the circus—and you don't have to pay to get in!

Now the circus has been adapted to publicity purposes. General Motors has its "Parade of Progress" and Plymouth Division of Chrysler Corp. has its "Motor Fair." Both are traveling exhibitions that combine entertainment, instruction, and publicity in such a way as to attract tens of thousands of people and to generate incalculable good will and word-of-mouth advertising. Both travel in caravans of special, highly-decorated trailers, both show under canvas, and both are free to the public.

Both have tents without interior poles and have perfected methods of setting up and dismantling them in record time. They also have their own lighting systems, sound movie equipment (including three-dimensional films), and everything

else needed for a "Mighty Pageant of Marvels." Too, both have "advanced men who select the sites, make all arrangements, and see to it that local newspapers have plenty of copy. Both start in Florida early this year and gradually worked their way northward.

A street parade replete with glitter, oomph and oompah from the tooting horns works its familiar magic, urging young and old to "Hurry, hurry, hurry! This way to the Big Show. Free, Free, all Free!"

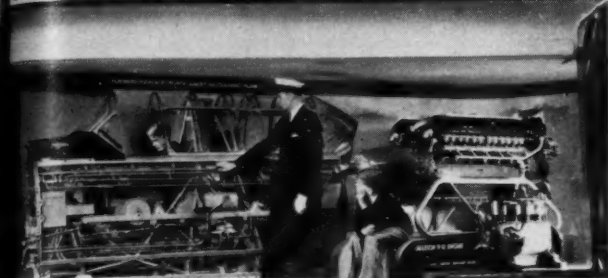
The exhibits are mostly from the New York World's Fair. Some have been condensed in size for portability, others are practically unchanged. In miniature they give "the sticks" a good idea of what the Fair was like.



# General Motor's Parade of Progress



FACTORS FOR THE WING OF AMERICA



Even kids get to work the big plane engines.

NEW IDEAS, NEW ENTERPRISES - THE STRENGTH OF AMERICA



They glimpse a little of the American Dream.

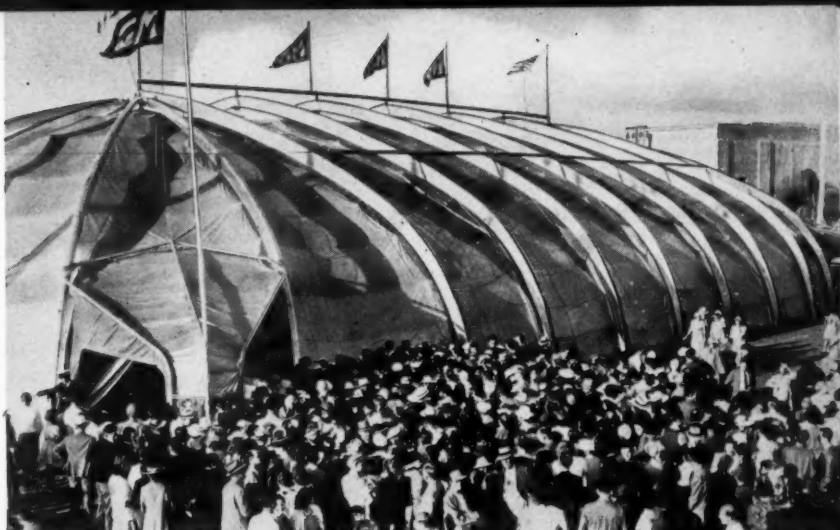


"It sort of reminds me of nights at the Fair."

Local GM and Chrysler dealers cooperate with the traveling shows in various ways for, indirectly, the circuses sell cars for them. Several performances are given each day and night. Each city is generally visited for several days.

Plymouth's "Magic Theatre Tent" seats 1,000. Polaroid glasses enable audiences to view the three-dimensional movies shown by the "only portable projection equipment ever built" for this type of sound film. In the "side show" are the "Talking Plymouth—it sees, hears and reads!"—and a working scale model of the company's Detroit factory. There miniature assembly lines turn out two-inch Plymouth cars.

A mobile power plant for Plymouth's Fair provides power and lighting. The generators, driven by Chrysler industrial Diesel engines, are even made a part of the entertainment. An elevated walk beside the unit enables the public to watch the specially designed plant in operation.



GM's Aer-o-Dome poleless tent—a metal-ribbed whale with the skin underneath



The 22 Futurliner transports could belong to the omnipotent Buck Rogers . . .



Fifteen hundred people can sit here. The stage has all the big-time gadgets.

GM's "Parade" is designed to show how "industrial research and constantly advancing industrial techniques contribute to the strength and vigor of the nation." Center of the show is the Aer-o-Dome with its silver-colored canvas which shelters 1,500. The interior has fluorescent tube lighting, a fully equipped stage. Lightweight metal framework holds up 3,445 yards of synthetic-impregnated canvas. Futurliner transports are converted into exhibits and displays which illustrate how invention and scientific research have created new jobs, new industries and new products. Futurliners are 33 feet long, 8 feet wide, 11 feet high.

Several of the exhibits contain samples of GM's products for defense now rolling from the factories. Expert commentators explain such vitally important machines as the liquid-cooled Allison plane motor and trainer planes with the aid of cut-away models, pictures, charts and diagrams.





# "The No Longer Submerged One-Third" and How It Spends Its Increased Income

**H**ERE are facts, fresh facts, about the lower-third market:

1. The lower one-third in the urban income group is still to some extent submerged, for seven out of ten families insist they are not better off financially than they were a year ago. (This can be questioned: See later discussion.)

2. Those three families in ten which *admit* better incomes are on the average \$415 a year better off.

3. Even though less than 60% of those with increased incomes have as yet made any *major* purchases, the group as a whole is buying more readily than possibly any other population group; one out of every five has bought a new refrigerator within the year, one in every 11 has bought a new car, one in every eight new furniture.

4. Even the lowest in the low-income group is a steady customer for low-priced nationally advertised consumption goods, but "percentage of use" shoots up rapidly as families become more prosperous.

5. *Lack of more aggressive promotion on the low-income group probably accounts for the fact that 42% of the families with average income increases of \$415 a year have not made any purchases within one year.*

## Now "One-Fifth of a Nation"?

These are a few of the highlights of a survey made two weeks ago in Cleveland, Camden, Springfield, Mass., and Macon, Ga., by Ross Federal Research Corp. for SALES MANAGEMENT. Field workers were instructed to interview only adult members of families, preferably the housewife, and to confine interviews to the lower third in each city.

In Cleveland 358 interviews were completed, in Camden 356, in Springfield 251, and in Macon 211.

The purpose of the study was to determine changed purchasing habits as a result of increased family incomes, and also to determine, at least roughly, to what extent relative prosperity has caught up with the lower income groups. Consequently no attempt was made to interview *only* employed workmen's homes. Instead, a cross-section was developed in areas where ordinary homes and flats prevail. The

Investigators for Ross Federal and Sales Management go into 1,776 "little fellows' " homes in four industrial cities and find out how today's incomes and purchases vary from a year ago. Where better times have struck, those families are better purchasers of new major items than nation at large.



Families of these workers probably have higher incomes than a year ago, but four out of every ten aren't using the increases to purchase major items.

interviewers found many skilled workers whose hands are in great demand at good wages, many manual laborers who are now fully employed—but also relievers and WPAers, many of whom must be classed as unemployables.

After reviewing the findings, we feel inclined to criticize ourselves for the front cover Pictograph in the June 1 issue which implied that *most* workers are now in the chips. This should be modified to read "most *skilled* workers and *many* manual laborers."

It is probably true, however, that if

there is any error in the findings from this survey it is in possible *understatement* of income gains. Although the Ross Federal field workers were carefully instructed as to how to introduce and identify themselves, it is possible that some family heads may have believed that the interviewer was really Uncle Sam in disguise, and if so they probably played safe in their answers about increased income.

A good reason for believing that this may have happened is that it just doesn't seem possible that poor people

SALES MANAGEMENT

with no income increases could have bought so many new cars, so many new refrigerators and other major purchases. The slogan of the submerged one-third should probably be revised downward at least as far as "the submerged one-fifth."

### Favored Brands of Working People

One phase of this survey might be labelled "an idea that didn't come off." The idea was that during bad years many families would buy private brand goods because of the lower price, even though they believed that the nationally advertised brands were superior, and that with better times and more money they would step up, say from a 10-cent to a 15-cent brand of cigarette.

So nine low-priced, quick-consumption products were picked out for the test, and two questions were asked:

*What brands of the following did you last buy?*

*What brands were you regularly buying one year ago?*

A tabulation of the first several hundred replies convinced Ross Federal that the upward switches were insignificant. Hence the complete returns were not tabulated as to switches between specific brands. In the main, those families which were buying private brands a year ago seem to be continuing to buy them.

*There is a strong implication that national advertisers have missed the boat, that they have failed to put sufficient pressure on the wage earner group to make even those with greatly increased incomes change their customary purchasing habits. Unlike most boats, however, it isn't too late to catch this one.*

Furthermore, it is only fair to point out that the table showing leading brands indicates a higher-than-to-be-expected degree of purchasing of nationally advertised brands at this time. This would be true even if the skeptically minded should make a generous discount from the responses on the ground that some people habitually credit themselves with buying better merchandise than they actually buy.

### Unexpected Brand Loyalty

The survey was stimulated by a SALES MANAGEMENT subscriber who wanted *proof* of his contention that if working people made more money they would switch to more expensive brands of every-day commodities. On assignment from the editors, Ross Federal interviewed 1,176 families in

(Continued on page 56)

Table 1

## Has Your Family Income Increased During the Past Year?

This question was put to 1,176 family heads in the lower one-third income group in Cleveland, Camden, Springfield, Mass., and Macon, Ga.

	Largest Cities		Smallest Cities		Total	
	(714)		(462)		(1176)	
	No.	%	No.	%	No.	%
Yes .....	231	32.4	130	28.1	361	30.7
No .....	483	67.6	332	71.9	815	69.3
If "yes," approximately how much increase?						
	No.	%	No.	%	No.	%
Number stating family income has increased .....	231		130		361	
\$50 or less per year.....	5	2.2	3	2.3	8	2.2
\$51 — \$100.....	19	8.2	18	13.9	37	10.3
\$101 — \$150.....	23	10.0	22	16.9	45	12.5
\$151 — \$200.....	16	6.9	13	10.0	29	8.0
\$201 — \$250.....	11	4.8	15	11.5	26	7.2
\$251 — \$300.....	24	10.4	11	8.5	35	9.7
\$301 — \$400.....	10	4.3	10	7.7	20	5.5
\$401 — \$500.....	11	4.8	5	3.8	16	4.4
\$501 — \$700.....	29	12.5	7	5.4	36	10.0
\$701 — \$1,000.....	22	9.5	8	6.2	30	8.3
Over \$1,000 .....	29	12.5	6	4.6	35	9.7
Don't know .....	32	13.9	12	9.2	44	12.2
Total increase .....	\$95,184		\$37,421		\$132,605	
Average increase .....	\$478.30		\$317.13		\$415.17	
Median increase, approx....	\$310		\$225		\$275	

Table 2

## Increased Incomes Don't Always Lead to Major Purchases

A June survey among 1,176 families in the "lower one-third" income group in Cleveland, Camden, Springfield, Mass., and Macon, Ga., shows a striking difference in major purchases between families with increased incomes, and those without, also a higher percentage of purchasers of major products in the two largest cities. Family incomes averaged \$478.30 yearly in the largest cities, and \$317.13 in the others. Only 58% of those families with increased incomes have as yet made major purchases.

Major purchases means cars, refrigerators, fur coats, stoves, etc.

	Two Largest Cities	Two Smallest Cities	Total
a. Families with increased income:			
Have made a major purchase.....	42.0%	47.6%	44.0%
Have made a major purchase and intend making one or more others .....	17.7	8.5	14.4
Total, major purchases .....	59.7	56.1	58.4
Have made no major purchase but intend making one	10.4	6.2	8.9
Have neither made nor intend to make a major purchase .....	29.9	37.7	32.7
Total, no major purchases .....	40.3	43.9	41.6
b. Families not having an increase in income:			
Have made a major purchase.....	32.9	25.6	29.9
Have made a major purchase and intend making one or more others .....	4.8	2.1	3.7
Total, major purchases .....	37.7	27.7	33.6
Have made no major purchase but intend making one	5.4	3.3	4.5
Have neither made nor intend to make a major purchase .....	56.9	69.0	61.9
Total, no major purchases .....	62.3	72.3	66.4

# Dress Your Catalog as a Sales Tool —That's What It Should Be

In building a catalog, consider its physical features — style of binding, paper stock, illustrations, layout and copy — as seriously as you consider the information it is to contain.

The third\* of a series of three articles

BY HARRY SIMMONS



No chance of losing your way in Crouse-Hinds Co.'s catalog with its general, catalog number and pictorial indexes. There are also sectional indexes and tab indexes. Note that in addition to the page number, each page carries the company name and address, section number and date.

**T**HE objective of the modern catalog is to present the line of products or merchandise in such a manner that it will perform the seven vital functions of catalog buying and selling: Make the line attractive and interesting.

Make the catalog convenient to handle. Make it efficient to use. Make it easy to read and understand. Create incentive and desire. Make it easy to order. Make it easy for salesmen to use.

These functions will be accomplished largely by the proper preparation and presentation of the many catalog elements, as detailed below:

1. *Style of Binding:* Are you going to have a tight bound or a loose-leaf catalog? Each style has its place, its advantages, and disadvantages.

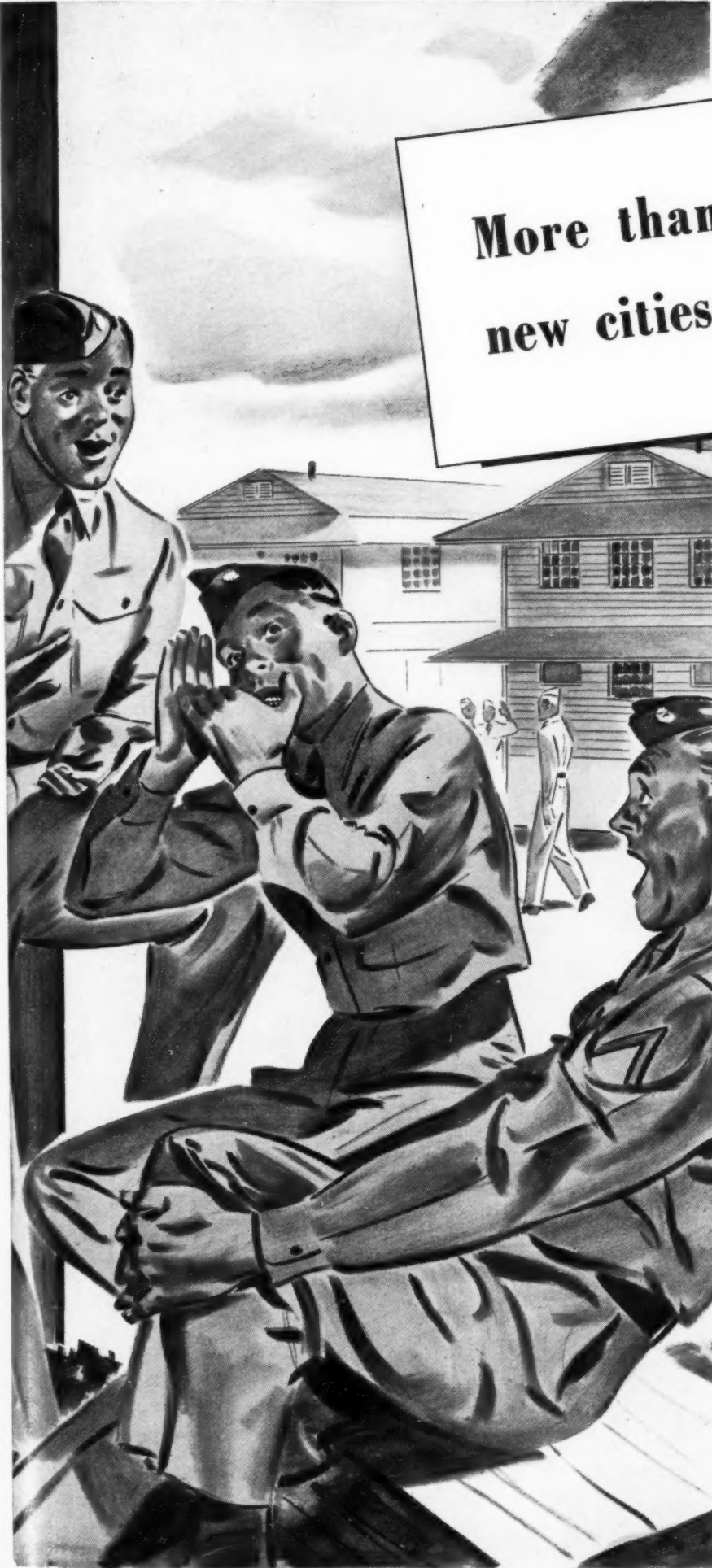
If you issue a catalog of only a few pages—16, 24, 36, etc.—which is replaced at frequent intervals by a new one, thus making it unnecessary to keep the old one, there is no point in making it loose-leaf. It may be stitched, stapled, wired, or pasted together—or spiral, wire, or plastic bound—and then thrown away when the new issue arrives. The great advantage of the latter three styles is their flat-opening feature, permitting the creation of extremely effective double-page spreads, and making it easy to see and read every word on each page regardless of how close to the inside margin. In the plastic style of binding, there are many opportunities for decorative effects because of the different colors in which the plastic is available.

However, if your catalog consists of a series of supplements or successive issues to be retained, or if it is a larger and more permanent type of book to which you will make additions, changes, and corrections from time to time, then by all means consider the advantages of loose-leaf. Many catalogs are loose-leaf because it is a flexible, convenient, and efficient style of binding. A loose-leaf catalog can be kept constantly up-to-the-minute with the latest prices and newest additions to the line; hence it is much more accurate, more reliable, and does a more effective selling job.

\* The first and second articles in this series appeared in the May 15 and June 1 issues of SM.

SALES MANAGEMENT



An illustration showing three soldiers in a camp. One soldier in the foreground is shouting into his hands, while another soldier behind him also shouts. A third soldier is visible in the background. They are in front of several wooden barracks under a cloudy sky.

**More than a hundred  
new cities in the U.S.!**

**E**VERY big military training camp is a city in itself. Like any city, it needs telephones.

But an ordinary city grows gradually over the years—and its telephone system grows with it. A *military* city may be built in a few months—often far from other towns. Here a telephone system must be set up *fast*—and linked with every other national nerve center by Long Distance lines.

It's a big job—made more so by the fact that some six hundred other expanding army and navy establishments—forts, flying fields, supply depots, arsenals, shipyards, etc.—also need hurry-up telephone facilities.

The Bell System is doing its best to meet these urgent defense needs—and at the same time satisfy the great and growing civilian demand for day-to-day telephone service.

**Long Distance**  
*helps unite the nation*



"THE TELEPHONE HOUR" is broadcast every Monday. (N. B. C. Red Network, 8 P. M., Eastern Daylight Saving Time.)

Loose-leaf catalogs may be had in screw coupling, prong, and brass fastener styles; in various types of ring binders; and in many different types of post binders with quick-operating devices. The first styles are used for catalogs that do not require frequent changes. The latter two styles are desirable where sheets are changed or taken out often, and where speed and convenience of operation are important factors. Also, many of these latter styles are flat-opening, and thus permit the same double-spread effects and ease of reading as mentioned above.

**2. The Page Size:** This is often puzzling at first; but sometimes the character of the industry determines the size automatically, as a number of industries have their own standard page sizes.

For example, in the electrical industry, the standard page size is 10x8 1/2". In the automotive and plumbing industries, it is 10 3/8 x 8 1/2" or 11x8 1/2". In the hardware industry, it may be 11 3/4 x 11", 11x9", or 11x8 1/2", depending upon the classification. In the National Sample Men's Association (wholesale dry goods), it is 11x9". In the wholesale drug industry it is 10 5/8 x 8 3/4". In the paper industry it is largely the familiar 11x8 1/2", except for special announcement books, swatch books, etc.

## Trend Toward Filing Size

Naturally, all these industries have their variations, too; so before you make a definite decision on your catalog page size, it is advisable to check with other manufacturers in your line and decide on the most popular size in your classification. Where there is no other standard size specified, many people prefer to adhere to the widely accepted 11x8 1/2". As a matter of fact, because of its greater convenience in filing and handling, there is a definite trend toward making most catalogs the universally standard 11x8 1/2" size.

In all cases, of course, and especially where your catalog is to be a much smaller size (pocket size) such as 9x6", 8x5", or 7 1/4 x 4 1/4", it is advisable to consult with your printer as to the size that will cut most economically from the paper to be used. On the other hand, the page size of the catalog may be dictated arbitrarily by the amount of material you must

get on each page—illustrations, technical data, prices, sales copy, and general information.

**3. The Paper Stock:** The quality and character of paper depends upon your budget and on your desires regarding appearance, prestige, illustrations (whether line or half-tone), and color combinations. If you are to use fine half-tone illustrations, you will use a coated stock. For line engravings, sketches, or blueprints, a less expensive stock may be used. If your catalog will receive uncommonly hard usage, or where the wear and tear is beyond the ordinary, your paper will be especially selected for weight and toughness.

In the case of a small catalog, a certain amount of impressiveness may be acquired by the use of heavier paper. But in large catalogs, where thickness and weight are important, thinner sheets must be selected with especial regard to their strength.

It is advisable to bear in mind, also, that paper has a very definite grain. Care must be taken to see that catalog sheets are printed so that they turn with the grain, rather than against it. Tear any sheet of paper both ways, and you will see that it tears easier one way than another. Occasionally, you will run across a pamphlet or book where the pages do not turn over easily, and you will realize that they have been printed the wrong way.

**4. The Cover Stock:** The cover of the catalog is extremely important, because here the buyer gets his first impression—and that impression *must* be favorable.

For your cover, if it is a small catalog you may possibly use a self cover (that is, the same paper as the catalog); or you can use, as you most

frequently will, a heavier cover paper stock, probably in a shade, or design, or finish that will meet your ideas as to the color design on the cover. Colored cover papers are both effective and economical, in that they make possible the use of two or more color designs on your cover at a minimum cost for plates, by using the cover stock for one of the colors.

Both in tight bound and loose-leaf, there is available a wide range of cover stocks in lightweight, medium, and thick or double-thick weights. There are also special cover materials in leather, imitation leather, buckram, canvas, or cardboard, in stiff or flexible covers. To say nothing of the many unusual effects that may be obtained by combining two materials, such as a cover stock enclosed in transparent acetate, or two-tone cover stocks, or even covers of uncommon materials such as thin metal sheets, plastics, boards, fabrics, etc.

**5. The Copy:** You have a choice of several decisions to make here. Are you going to use long or short copy? Will your copy contain technical descriptions of the product, or little more than the name and price? Will it be formal or informal in style? Will it be high-pressure sales copy; low-pressure helpful copy; or just the announcement type?

The answer to these questions depends to a great extent on the prospect who will receive the catalog—jobber, dealer, or the ultimate consumer. If the latter, and if you hope to receive orders on the strength of the catalog alone, you will use the mail order style of copy—longer, more specific in its explanations, more definite in its selling appeal, and with more urging in its request for the order. If the

**GOOD**

SCREW-TYPE FOCUSING

**BETTER**

AUTOMATIC FIXED FOCUS  
Never Needs Adjusting

**BEST**

**All-Over Chrome-Plate 29c**

Wards Good Quality Flashlights are famous for their rugged, reliable performance. This model features a chrome-plate finish, a powerful lens, and a sturdy handle. It's the perfect choice for anyone who needs a reliable flashlight.

Model	Beam	Light	Price
Wards 29c	100 ft.	100 ft.	29c
Wards 49c	150 ft.	150 ft.	49c
Wards 85c	200 ft.	200 ft.	85c

**New! Two-Tone Finish Chrome-Plate—Brass Trim 49c**

Permanent Fixed Focus—never needs adjustment. All-ways a perfect, powerful beam. Built-in lens, chrome-plate finish, brass trim, and a sturdy handle. This is the perfect flashlight for anyone who needs a reliable, powerful flashlight.

Model	Beam	Light	Price
Wards 49c	150 ft.	150 ft.	49c
Wards 85c	200 ft.	200 ft.	85c
Wards 129c	250 ft.	250 ft.	129c

**WARDS BEST PATENTED 2-IN-1 FLASHLIGHTS 85c**

Just a Simple Click of the Switch for Floodlight or Spotlight!

Only at Wards! Not even found elsewhere. This is the only flashlight that can be used as a floodlight or a spotlight. It's the perfect choice for anyone who needs a versatile, powerful flashlight.

Model	Beam	Light	Price
Wards 85c	200 ft.	200 ft.	85c
Wards 129c	250 ft.	250 ft.	129c
Wards 179c	300 ft.	300 ft.	179c

A tip on catalog planning might be taken from Montgomery Ward's policy of rating some of its merchandise "good," "better," and "best."



*Father wears his badge to work!*

IT TAKES EMOTION TO MOVE  
MERCHANDISE...

BETTER HOMES & GARDENS IS  
*PERPETUAL EMOTION*

POSY-PROUD IS FATHER...proud of his prowess as a gardener! Not that he's pinning fragrant medals on *himself*; but whether it's bachelor's buttons or begonias, cosmos or calendulas, dahlias or delphinium, he's an expert on the subject... and doesn't care who knows it!

"Gardening," he muses, "is one of the few sane things left in a crazy world. It takes your mind off front page scare-heads. It brings you back to Nature. It gives you peace, serenity, contentment. It gives you something to watch, to grow, to live for. And it keeps your health at par!"

More than any other single force in America, Better Homes & Gardens has encouraged this widespread "wearing of the green"... this garden-enthusiasm not only on the part of women but he-men. For almost 20 years it has been *emotionally attuned* to people who know what it means to *dig for happiness*...to harvest health and worthwhile living right in their own back yard.

That's why you find Better Homes & Gardens the book-of-the-month in more than 2,200,000 families interested in *suburban* living...whether they live in big towns or



small towns or in-between. Not only is it acknowledged America's No. 1 Magazine for Garden Lovers but it is also acknowledged America's No. 1 Home Authority on *anything* that touches the home, inside or out.

Remember that Better Homes & Gardens has done the market-sifting job for you. Through its editorial program of *all-home* and *all-service* it has attracted the largest single group of home-living, home-loving people in America: 2,200,000 families who *buy* this book so they can *spend*. America's Biggest *Suburban* Home Market!

Meredith Publishing Company, Des Moines.

IT'S THE LIFE THEY LEAD

IT'S THE BOOK THEY READ

**BETTER HOMES & GARDENS**

**MORE THAN 2,200,000 FAMILIES**

*America's Biggest* **SUBURBAN** *Home Market*





"They've loaned him to the Government—they've loaned the sales force to the production manager—and now they've loaned me to the Brooklyn Navy Yard!"



catalog is intended for the jobber or dealer, and is to be followed up by other sales appeals and calls by your salesmen, the copy need not be so long and detailed, but must have a strong interest and attraction appeal.

In either case, of course, your catalog is the medium through which you present your offerings to an awaiting public—wholesale or retail, or the ultimate consumer. The difference is that with the former you are trying to build up an interest and acceptance which can be followed up and capitalized by your salesmen in closing the order; with the latter, you are really trying to sell by mail and your catalog takes the place of salesmen—hence, it must be prepared to do more of a selling and closing job.

6. *The Illustrations:* The same problem of objective attaches to the illustrations as to the copy.

If your catalog is for the dealer, the illustrations may be a little more technical, as he will need all the detailed information you can give him

to help him sell your product. For the consumer, on the other hand, your illustrations will be more informal and more practical. They will have more human interest and more personal appeal. They will show your product actually in use, possibly surrounded by people or the actual atmosphere or conditions under which your product is used.

Then, too, you must decide whether your illustrations will be sketched or photographic; whether diagrammatic or atmospheric; whether technical or entirely pictorial; whether line or half-tone. On the answers to these questions will also rest your decision as to the paper you will use.

7. *Indexing the Catalog:* Beyond any doubt, one of the most vital factors in all cataloging is the index. In many books, unfortunately, it is the major defect.

What does it profit a manufacturer to issue a finely printed, thoughtfully created, modern catalog, with an insufficient index that leaves his book

like the wild morass of an uncharted jungle? How many purchasing agents can he expect to interest? How many readers can he expect to hold? How many buyers can he expect to develop?

There are contents indexes in the front, and general indexes in the back; division and chapter indexes; departmental and special sectional indexes. A subject index may be included, or a numerical index, style index, pictorial index, product index, quick-reference index, or cross-reference index. The many types of indexes include self-indexes, marginal indexes, leather indexes, celluloid tab indexes, and the old familiar dictionary type of alphabetical thumb index. There are two types of celluloid tab indexes—those already printed, and the insertable type to make your own as you go along.

Every catalog should have a *complete* general subject index. If it can also include a table of contents in the front, so much the better. Many large catalogs are made much more efficient and more easily usable by also including additional special indexes for

*You've got to draw the line somewhere*

**—and for SALES  
draw it around the**

**40 Mile Trading Zone**

Within this circle flows the retail business that makes Chicago the second largest market in the U. S.

And in this sales center The Chicago TIMES now reaches more readers than any other Chicago evening newspaper. The latest publisher's statement for the

6-month period ending March 31, 1941, shows The TIMES with 412,168 average daily net paid circulation in this vital market.

This heart-of-the-market audience is now available to advertisers at the lowest milline cost of any evening newspaper in America.



**THE TIMES**

CHICAGO'S PICTURE NEWSPAPER  
NATIONAL REPRESENTATIVES

SAWYER-FERGUSON-WALKER CO.  
NEW YORK DETROIT CHICAGO

R.J. BIDWELL  
SAN FRANCISCO

N. ANGER  
ATLANTA



specific divisions or departments, or for specific uses or classifications.

**8. Method of Pricing:** The prices shown in your catalog depend on whether it is intended for the wholesale trade, the retail trade, or for the ultimate consumer.

Are you going to show list prices, or actual net prices? Naturally, your trade discounts will vary with the different outlets in the distribution set-up. If your catalog is intended for wholesalers and dealers—and if your product is one which fluctuates in price—you will probably follow the usual practice and show list prices, accompanied or supplemented by discount sheets showing the current rate of discount to the particular trade or individual. In some cases, you may not show any prices, leaving those to be included in a separate folder or to be covered in your personal contacts or in your mail follow-up.

**9. Change Sheets:** Price changes are of major importance and must be sent out to the trade quickly and kept before them continually. In the case of bound catalogs, many firms send out small printed stickers gummed on one side, which are to be pasted in place. Others send out ordinary change sheets, or correction sheets, to be pasted in the catalog in the proper section.

For loose-leaf catalogs, change sheets are issued as quickly as new prices become effective, and they can be easily and quickly substituted for the old sheets. In this way, the catalog is not only kept safely correct and up-to-the-minute, but it looks better and is more efficient. Prices are known always to be correct, and the catalog is not cluttered up with numerous stickers, pasted sheets, loose sheets, etc.

Change sheets can be sent out regularly by mail to your list of catalog users, or in some cases they are carried around by the salesmen and properly inserted by him when he makes his calls. Some firms use both methods, mailing the sheets immediately, but having the salesmen check up on them later to be certain the catalog is being kept up-to-date.

**10. Extra Sheets:** This is a small detail that frequently assumes considerable importance and saves a lot of money.

When you print your catalog, or print additions and supplements, it is a wise idea to run off a number of extra sheets. You will often be called upon for descriptions or illustrations of individual items. You may not

have any other printed literature on these particular items and you don't care to waste or spoil an entire catalog. It is simple, inexpensive, and efficient to use these extra sheets to answer such inquiries.

The extra sheets are especially handy to use as inserts with regular correspondence or with special sales letters. Many a letter of inquiry comes in that may be answered with a few extra sheets; and in some cases an affront may even be avoided when a complete catalog is denied the writer.

**11. Printing the Catalog:** Whether it is a circular, a booklet, or a large catalog, it is self-evident that, being your most important sales tool, your catalog should be planned, written, and merchandised by a man who has had experience. If your sole method of selling is through your catalog, then this is even more important.

The printing of the average catalog is one of the most technical and one of the most ticklish jobs that a printer is ever called upon to handle. In many cases, a printer can either make or break you by the kind of catalog job he gives you. It follows, then, that this is not a subject to be tossed off lightly.

More often than not, you turn your catalog job over to a printer and let him develop his own ideas. This method is good if the printer is good—not only as a printer, but also as an advertising and merchandising man. Many good printers are equipped with advertising service departments headed by a man who really knows what it is all about. If you have such a printer, and he does a good job for you, hold him closely and pay him well, for he is worth his weight in gold to you.

However, if you are one of those unusual manufacturers who likes to feel that no one knows your business as you do, and that you can sit down and just "dash off" your own catalog, possibly you had better stop, look, and listen. You are either getting to be a good catalog man, or you are a good manufacturer—one or the other. The poorest economy you can afford is to take on the job of advertising man in addition to manufacturer; and the most expensive way of saving money is to save on printing at the expense of the catalog.

**12. Distributing the Catalog:** How do you get prospects for your catalog? Do you advertise for inquiries by mail, in newspapers, trade journals, or over the radio?

Do you send catalogs only to your regular customers? And how do you increase your customer lists? Do you

send out your catalogs in special mailing campaigns to a wide list of names? Do you check your names carefully? Do you realize that in lists of this kind there may be as much as a 40 to 50% change in names and addresses in the course of a year?

Do you have your salesmen hand out catalogs to likely prospects? Do you enclose catalogs or catalog coupons with packages or shipments? Do you mail one to anyone who writes in for it, without qualifying him in any way? Do you distribute them in house-to-house campaigns? Do you distribute them through distributors or dealers? If so, do you imprint them? Do you make a nominal charge for them, or do you send them out without any charge? Do you make any check as to the manner in which they are handed out by dealers?

If your product is suitable, do you have catalogs available at public places, such as libraries, conventions, shows, exhibits, fairs, schools, hotels, chambers of commerce? Do you restrict your catalogs to certain rated accounts, to jobbers, wholesalers, or dealers? To certain income groups? To either men, women, or children? Or to wage earners or housewives?

How is the catalog delivered? Is it sent out by mail, by parcel post, by express, by messenger? Or is it delivered by the salesmen in person? Is it pre-filed in some general manufacturers' catalog file; or is only a certain section pre-filed, in addition to the issuance of the complete catalog? If a pre-filing system is the only method of distributing the catalog, how do you notify your prospects and customers accordingly?

Incidentally, it might be worth while to consider several tips from the mail order houses. If you will look over the large mail order catalogs, you will see that each catalog has one or more publicity pages, designed to sell the institution to the public. Each item in the catalog is given a number to which the customer can refer when ordering. With the catalog, there is also included order blanks and printed return envelopes, or return postcards, that can be checked off with the items desired. In each catalog, there is always a section on "How to Order." And finally, two of their most important features are: The specific money-back guarantee, and the payment of most shipping charges.

These things all *make it easy* for the customer to order; and whatever simplifies the customer's problems and develops his confidence in you, is the very thing you want.

As a matter of fact, isn't that the principal objective of *all* catalogs?



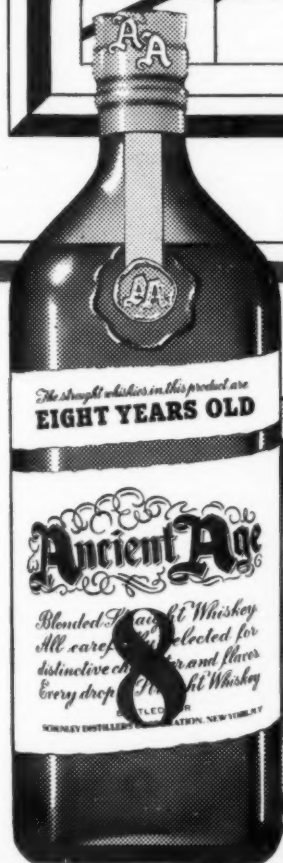
# Get Your Quota of Pleasure With This Whiskey of the "Flavor Years"



When it's time to "take it easy"... after that tough prospect has finally been signed, or that steep sales quota is in the bag... treat yourself to the whiskey that hits a new high for taste enjoyment... ANCIENT AGE.

Aged-in-the-wood just *twice as long* as most whiskeys... mellowed at leisure by these *extra* "Flavor Years"... ANCIENT AGE makes the most grand and glorious highball or cocktail that ever graced a glass.

Try it today!



## Ancient Age

THE WHISKEY OF THE "FLAVOR YEARS"

A de luxe blended straight whiskey, 90 proof.  
The straight whiskies  
in this product are 8 YEARS OLD.

*Also available at 5 years old*

Kentucky straight Bourbon Whiskey. 5 years old.  
90 proof. Schenley Distillers Corp., New York City.



"Hearing a voice like *that*, the customer might imagine a girl like this. . . ."



". . . But she really looks like this!"—and can learn to make her voice say so.

## How the New York Telephone Company Is Training Voices to Smile

Both manufacturers and retailers are jumping at the chance to send their employes to the schools being sponsored by the Long Island Division, the purpose of which is twofold: To show how important good telephone manners are in building public relations, and to demonstrate what constitutes sound telephone technique.

**A**LL of us have wanted to commit mayhem at one time or another, because of the bad manners of "that nitwit at the other end of the phone." It's a bit of a jolt, however, to discover that one's own manners leave something to be desired, and that, upon occasion, they drive other people either to distraction or to drink.

The Long Island Division of the New York Telephone Co. has assembled a program consisting of a series of skits, which are highly entertaining and at the same time carry a lesson for every person who uses a telephone. Since April 7, these hour-long programs have been shown daily to Brooklyn and Long Island business people, in the telephone company's Brooklyn auditorium. Capacity audiences of about 200 daily bring the weekly total to 1,000.

In the skits are to be seen all the

annoying mannerisms and thoughtless customs that irk telephone users. There's the overworked switchboard operator, harassed by having to type letters, sell stamps and act as receptionist, and therefore too busy to listen to the end of such a request as, "May I speak to Mr. Brown, and if he isn't there, I'll talk to Mr. Smith." There's the indifferent, snooty girl, who just "can't be bothered."

There's the chap who shares a telephone with a co-worker, but never knows the whereabouts of that associate, nor when he will be back, if at all. There are the girls—and their name must be Miss Legion—who recite their firms' names at you in such sharp, staccato phrases that you're sure you have the wrong number.

There's the girl who asks "Who's calling?" in a manner calculated to make you feel like a worm; then makes you repeat your name several

times, implying not very subtly that anyone with a name like that should have the grace to crawl off quietly and die. One skit takes you to a big organization, where the caller is shifted from one department to another, but no one ever listens long enough to discover what he really wants. There's the operator who tells you that the line you want is busy, and leaves you alone—perhaps only for minutes, but they seem like hours.

There's even one ribbing the boss, who conducts a conversation with someone at his desk and sandwiches in a few words for the telephone caller, but so perfunctorily that he loses the order the caller wanted to place.

Despite the irritating situations they portray, the skits are put on good-naturedly and leave no sting, even when they strike home. We sympathize with the overworked switchboard operator. We feel sorry for the poor little girl who comes in late on a rainy morning and finds calls coming in on all the wires even before she has had time to take off her rubbers and hat. There's something to be said for the boss who antagonized the telephoning customer, for he had an important customer sitting beside him and plac-



# HAVE YOU A NEW PRODUCT LOOKING FOR A HOME?

—or rather for a definite welcome place in hundreds of thousands of homes throughout the country—personally introduced under the most cordial and gracious auspices by Welcome Wagon Hostesses?

## WELCOME WAGON SERVICE

offers you the opportunity to introduce your product in a semi-civic manner into hundreds of thousands of homes in more than 500 cities. This method of product introduction into the home is accomplished with charm and cordiality by highly trained Welcome Wagon Hostesses who are women of culture with important civic and social contacts. It is the nearest thing to actually making the sale, that is known.

*For products, new or old, Welcome Wagon Service creates unprecedented sales response in three of the nation's most productive fields—New Homemakers (Brides), New Mothers, Newcomers.*

What manufacturer is there who at some time or other has not said to himself—“*If we could just meet women face to face and tell them of the merit of our product . . .*” That is what you can do through Welcome Wagon Service—by proxy through charming, gracious, highly trained Welcome Wagon Hostesses. Because of its civic value, Welcome Wagon Service receives the enthusiastic co-operation of city governments, Chambers of Commerce, women's organizations and civic leaders.



*Write for our booklet B which gives details of the resultful vital part Welcome Wagon is playing in the sales building programs of important firms, or let one of our representatives explain the specific application of the service to the creation of new customers for your product.*

### THE WELCOME WAGON SERVICE COMPANY

(A THOMAS W. BRIGGS ENTERPRISE)

1790 BROADWAY, NEW YORK CITY • STERICK BUILDING, MEMPHIS, TENNESSEE





*"Say, Joe, I could sit here and wait forever. . . . I used to be a salesman!"*



ing an order with the former's firm.

But we get the point the telephone company had in mind—that the person who is calling can't see our predicament. To him we are nothing but a *Voice*. And this voice, whether that of office boy, shipping clerk, secretary or president of the firm, represents the firm to him while he is calling.

The skits are played by run-of-the-mine telephone employees from Brooklyn and Long Island. Most of the skits are done twice, the wrong way, and then the right way. Even the words are the same, changes being in the intonation and inflection of the voice. Psychologically, this is sound, for it makes the spectator realize that within one individual are the seeds both of indifference and surliness, and of friendliness and gracious manners.

The current demonstration is the outgrowth of one staged last year for the benefit of telephone employees

alone. For some time the management had realized that the high degree of technical progress made by the telephone company carried a drawback—that of portraying almost too faithfully the mannerisms and quirks of those using the instruments. Perhaps the very efficiency of the telephone encouraged abruptness and bluntness. Such abruptness over the telephone can be all the more disconcerting because it is unaccompanied by the saving grace of the smile or pleasant expression that helps so much in face-to-face encounters.

To put this lesson across, a show was put on and viewed by all employees in the Long Island area. Results were so good that it was decided to present a similar show for the public.

Members of the cast of last year's production were drafted for this year's. On March 12 executives of 15 Brooklyn business houses viewed a dress

rehearsal, and were enthusiastic. On April 3, 71 executives from 66 Brooklyn firms attended a preview of the show, streamlined for presentation within an hour. A. G. Wright, vice-president and general manager of the Long Island area, acted as host.

After the performance, guests were given cards reading, "Are you interested in having any of your employees see this presentation?" There was a place to check "Yes," "No," or "Undecided." Everyone checked "Yes." Since then there has been one other performance for executives. These resulted in such a demand for the programs that were put on every afternoon at four o'clock, with workers coming in groups as they could be spared and according to the capacity of the hall.

There were also requests for permission to attend from firms whose executives had not seen the show. A special morning show was held at 8:45 for the 250 employees of Martin's, a Brooklyn department store. Workers from Loeser's and Abraham & Straus attended in small groups. Other large firms whose employees have attended include: Brooklyn Union Gas Co.; Julius Kayser & Co.; A. Schrader's Son Valve Co.; and Sperry Gyroscope Co.

### Power to Lose Friends

In planning the show, telephone officials had in mind the fact that while there are 4,000 telephone operators, employed by the company in the Long Island area, there are 7,000 PBX operators in that territory. These are the operators employed for switchboards of private companies and institutions. It was felt that it would be just as beneficial to let these operators "see themselves as others see them," as it had been to stage a demonstration of that sort for the telephone company's own operators. Perhaps it would be more beneficial, since PBX operators, as representatives of firms selling large quantities of supplies to thousands of customers, are in positions of greater responsibility than most of them realize.

Moreover, it was reasoned, everyone who uses a telephone to deal with the public for his firm has it in his power to make or lose friends for his employer. No intelligent employee of a business house could see this show without realizing the responsibility he assumes, in the telephone dealings he has with the public.

Here's one significant comment an executive was heard to make as he left the auditorium after a performance, "From now on I'm going to employ switchboard operators of a higher type. I never realized before how important they are in my business."

# A WHALE OF A MARKET!

★ **DETROIT HAS**  
**487,680 FAMILIES**



★ **73.2%** of these families own one or more automobiles.

**53%** of them own their homes.

**54.7%** have telephones.

**92.2%** of these families receive a week-day newspaper regularly.

**88.8%** of them receive a Sunday newspaper regularly.

## **ECONOMICAL TO COVER**

Advertisers can reach the great buying power of this vast market most economically. In fact, one newspaper, THE DETROIT NEWS, reaches 63.8% of all the homes in Detroit taking any week-day newspaper regularly. Moreover, The Detroit News now has the largest circu-

lation in history. Total net paid averages for the six months' period ending March 31, 1941, were:

**Sundays, 435,787; Week-days, 359,053**

The Detroit News has the largest A.B.C. recognized *home-delivered* circulation of any newspaper in the U.S.—78.8% *home-delivered* in the Detroit trading area.

● **BUYING POWER IS SOARING IN DETROIT** — Defense appropriations, war orders and factory wage increases are swelling buying power in this responsive market. A recent estimate set defense contracts in the Detroit area at *one billion dollars*. Exclusive of recent substantial wage increases, average weekly earnings of Detroit industrial workers for the first three months of 1941 were 24% HIGHER than for the corresponding period of 1937, which was above 1929!

# The Detroit News

New York: I. A. KLEIN, INC.

THE HOME NEWSPAPER

Chicago: J. E. LUTZ

JULY 1, 1941

[37]

# Allis-Chalmers Dealers Buy 198,000 Calendars for "Year-Round" Coverage

Many a prospect for a tractor looks at an Allis-Chalmers advertisement every day in the year, because he has one of their several calendars prominently posted in his home or place of business.

Based on an interview with

**E. E. COLE**

*Advertising Department, Tractor Division,  
Allis-Chalmers Manufacturing Co.,  
Milwaukee*

**A**LLIS-CHALMERS agricultural and industrial tractor dealers spend more money for calendars than for any other single advertising medium the company offers them. The popularity of the firm's agricultural calendar, for example, is indicated by the increase in its distribution from 60,000 copies five years ago to 198,000 copies in 1941.

As an advertising medium, calendars provide 12-month coverage at a comparatively low cost. Estimating that there are four members to each family (and many farm families are larger), calendars distributed in a rural market provide good coverage per unit. Moreover, a calendar gives a dealer a welcome opportunity to call on his prospect under favorable conditions. It is not surprising, therefore, that Allis-Chalmers dealers in the Tractor Division like calendars.

But, in order to get maximum benefits from calendars as an advertising medium, there must be a well organized plan, assuring calendars of good quality at a reasonable cost. (All sales and advertising helps are sold by Allis-Chalmers to its dealers at cost.) The calendars must be slanted at the public that will receive them, and *they must appeal to that public*. They must be merchandised to the dealers, so that they will buy and distribute them. Allis-Chalmers has also found it wise to turn out "selling" calendars, which are not merely attractive wall decorations, but reminders of the advantages of the company's products as well.

The Tractor Division of Allis-Chalmers distributes three different calendars:

(1) The agricultural type, in 12 sheets, 9 x 15 inches. Sold to dealers at cost, usually under ten cents. The 1941 version was printed in roto-

grave, with water color illustrations.

(2) The industrial type, showing road machinery in use, in 12 sheets. Sold to dealers at cost, usually no more than 25 cents. The 1941 version measures 18x27 inches and was printed by letterpress.

(3) The export calendar, in Spanish, now being distributed only in Latin-American countries. In single sheets, with 12-month calendar pad stitched on. In 1941 produced by the offset printing process, with four colors in the illustration and the fifth color in the background at the bottom. Illustrations show both agricultural and road machinery. Supplied free of charge to dealers.

Production costs vary considerably and depend largely on the type of art work used and the printing process. Water color illustrations, such as those used for Allis-Chalmers agricultural calendars in 1941, run about \$150 a page when the artist is given an assignment for 12 or more, and about \$200 when only one is needed, as in the case of the export calendar. If hand-colored photographs are used, it is usually possible to get a good job of hand coloring for about \$75 a page. These costs are, of course, for the illustrations only. However, in the case of the 12-sheet calendars, the artist usually agrees to furnish what little additional art work is needed in the way of borders or lettering, at no extra cost. This requires very little of his time, inasmuch as one set of borders and lettering suffices for all 12 sheets, the only change being in the illustrations for each individual page.

When reproduction is by offset or roto-gravure, engravings are not needed. Allis-Chalmers' production men maintain that no one printing method can be said to be generally less

expensive than another. Quantity, paper, art work, the time element, and the desired final result are all factors to be considered in arriving at the most economical method of printing. In 1941, the Tractor Division used all three types of printing for the calendar jobs.

In relation to costs, it must be remembered that geographical location plays an important part. Likewise, they vary from year to year.

As might be expected, it is not easy to select a calendar design that will please 3,000 dealers. There are always some complaints, but their number is relatively small and seems to grow smaller each year. In the past, the most serious complaints came from West Coast dealers, who pointed out that farming operations in their territory differ greatly from those in effect east of the Rockies. To satisfy the complainants, Allis-Chalmers now devotes at least one-third of the illustrations to western scenes, which, because of their scenic value also please dealers in the East.

## All Show Product in Use

All Allis-Chalmers calendars are of the "product" variety—that is, they show the product in use, as accurately as possible. This limits the illustrations to hand-colored action photographs or water color drawings. In general, dealers favor realism and prefer actual photographs. But the company can also see the good points of water color illustrations, as they offer wider latitude in design and greater versatility in treatment. Both kinds are used, but not on the same calendar in one year.

Generally speaking, the aim of the company is to have each calendar represent the line featured as fully as possible. In the case of the agricultural calendar, there is also an attempt to portray equipment in use in various sections of the country. Naturally, the illustrations are keyed to the seasons of the year. In the 1941 version, for example, January's illustration shows a tractor hauling a wagon loaded with feed on a road leading from a snow-covered farm; February's shows a tractor discing in a date grove in California; March's shows Spring plowing; in September there's a haymaking scene; and in November, Fall plowing in the South.

The agricultural calendar has the



LOUISVILLE'S DEPARTMENT STORE SALES FOR WEEK ENDING MAY 31 WERE UP 53 PER CENT! NEW CAR SALES FOR MAY UP 121 PER CENT! TOTAL AREA DEFENSE CONTRACTS \$257,650,000.00. 1941 PAYROLLS UP 104 PER CENT!

# IT'S ALL IN A DAY'S NEWS!



**COURIER-JOURNAL, LOUISVILLE,**  
**May 28, 1941.**  
**Army Orders Work Started On Wolf Creek Dam Project**  
55 Million To Be Spent Near Rowena  
July 14 Start Planned.  
Major Walsh predicted the dam would be completed within "two and a half or three years." He said construction would start by July 14.  
The dam will be built four miles downstream from Rowena in Russell County, Ky.  
More than a mile in length, the dam will reach up to the top of the mountain.  
Orders to start immediate construction on the \$55,000,000 Wolf Creek Dam, near Rowena, Ky., were issued today by the War Relocation Authority.

**THE LOUISVILLE TIMES**  
**May 28, 1941.**  
**B. F. Goodrich Co. to Build \$1,000,000 Plant Here**  
Site Southwest Of City Chosen  
Construction of another unit—costing \$1,000,000—in an expanding new industrial plant at the southwestern corner of the city was announced today by B. F. Goodrich Co.  
The plant will be a gas engine power plant, which will be used to generate electricity for the city's power plant.  
The plant will be a gas engine power plant, which will be used to generate electricity for the city's power plant.  
The plant will be a gas engine power plant, which will be used to generate electricity for the city's power plant.

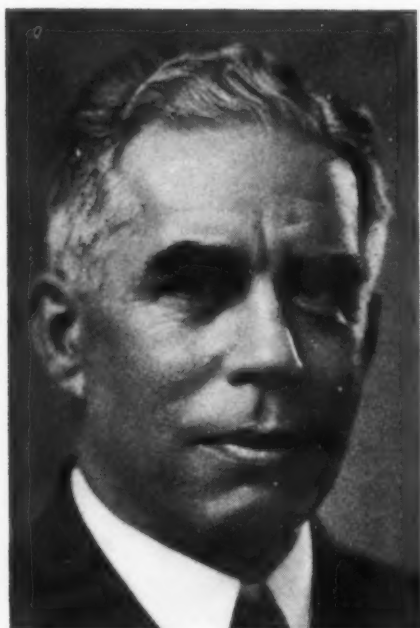
**Factory to Have Permanent Status**  
In kilowattage have been necessary in at least eight well-known Louisville which are one kind of orders of one kind. L. C. & E. within these firms in the plant.

# LOUISVILLE

IS STILL RINGING THE BELL!

The Courier-Journal • THE LOUISVILLE TIMES

REPRESENTED NATIONALLY BY THE BRANHAM COMPANY



Wide World

President Robert C. Stanley: "A large part of the solution lies in making clear the situation which we face. . . ."

# International Nickel Helps Customers to Do Without Its Goods!

"What can we do to save our peace-time markets when War-Defense demands make it impossible to fill their orders now?" The world's largest nickel producer answers by offering technical help in doing a better job with limited supplies—or even with temporary substitutes.

**I**N a letter to thousands of industrial customers in April, which has since been reproduced as an advertisement in executive and industrial magazines, Robert C. Stanley, president of International Nickel Co., said that although "our plants are working at their peak," the company is now unable to supply many of its regular customers.

These customers, Mr. Stanley explained, "have aided us in building a great business." Upon them "we must depend for future success."

Despite the fact that International Nickel's production this year is running 20% more than in 1940; "three times that of 1929 and four times the peak rate of the last war," with additional production expected in 1941,

defense demands now impose difficulties on many customers.

The company's nickel products are subject to mandatory allocations by the O.P.M. which has released figures showing that current demands exceed the supply. Under the circumstances, the company cannot make definite delivery promises on all its orders.

And yet International Nickel—producing about 85% of the world's nickel—realizes that it can hope to grow and adjust its business to peace, when it comes, only by retaining customer good will now.

The company, Mr. Stanley wrote, offers "the assistance of our technical staff in solving problems of material arising from the temporary lack of nickel. . . ."

"Our problems are complex and constantly changing and can only be solved through cooperation. . . . A large part of the solution lies in making clear the situation which we face. Your help and advice will be of invaluable assistance. It is our purpose to follow this letter with a personal call from one of our representatives, if you so desire, who will discuss with you in more specific detail our mutual problems."

During a recent talk before a marketing executives group, Harold E. Searle, manager of engineering sales of the Monel and rolled nickel department, said that International's sales representatives have tackled their "biggest sales job"—which is to retain good will and make new friends in spite of current difficulties. "This educational job," he said, "is one which I think salesmen are best equipped to do. We're trying to help them do it to the limit of our resourcefulness."

"In round table meetings throughout the country, we are telling the salesmen the facts of the situation, the objectives of the Priorities System and the detailed methods of its operation. We send them out armed with knowledge to aid customers."

## Intelligence and Adaptability

"We impress on them that the customers share with us and other large industries the patriotic duty to do, and do quickly and well, a big national defense job. It isn't enough, merely to talk patriotism. All of us must *do* something about it. This involves intelligence and adaptability. . . . And it involves sacrifices."

Mr. Stanley's letter, Mr. Searle said, brought a lot of replies. There were plenty of praises for the spirit of the letter. But the replies also revealed hundreds of specific cases where International Nickel salesmen could help the customer and make a friend.

One incidental result is that the company's salesmen spend more time today with the individual customers. Another is that they see the top men oftener than before. . . .

For many years, this company has been promoting the *indispensability* of nickel and its alloys for a wide variety of industrial and consumer products for peacetime purposes in countries throughout the world.

It has conducted a consistent and convincing research and educational program to prove this indispensability.

Now it must show a lot of its customers how they can get along without it! At the same time, it must keep them customers and friends!

But International Nickel is accus-

SALES MANAGEMENT

# Here's One for the Book!

(We mean your sales Book)

Throughout the country sales drop off during the summer in the big cities—due to thousands of people who take vacations.



People in New York take vacations, too—millions of them is our guess.

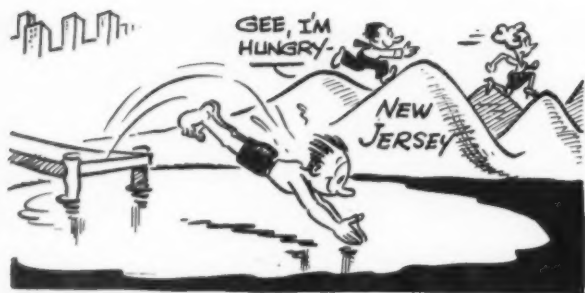


## BUT→





# Summer Sales Do Not Drop Off In the New York Sales Area



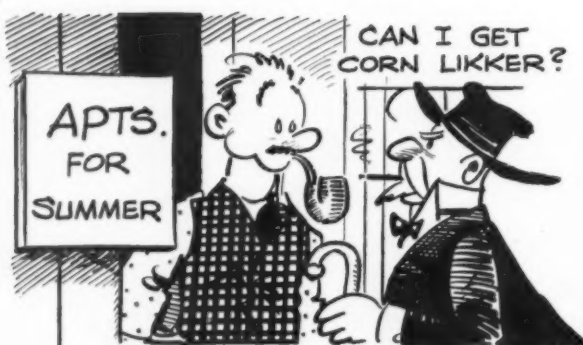
## NEW JERSEY

It's biggest hill and lake vacation section is right in the New York Sales Area.



## LONG ISLAND

is just one beach after another—North Shore and South Shore—and they're jammed with vacationists for the entire season—and it's right in the New York Sales Area.



## BESIDES THIS—

believe it or not, New York City is a summer resort itself—thousands of southerners sub-lease apartments here in the summer—



## THOUSANDS of STUDENTS

in its universities' summer courses lease apartments as well—and both buy right in the New York Sales Area.

Now, this may sound like the old sales bunk,

# BUT→

# Here's the Dope from Men Selling In the New York Sales Area



## BIG FOOD JOBBERS

find no decrease in their sales volume during the summer in the New York Sales Area.



## INCREASED BUSINESS

in the resort and suburban sections of the New York Sales Area makes up for the 10 per cent drop in the five boroughs of New York City proper.



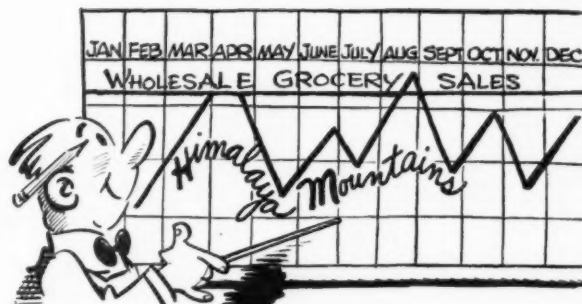
## THAT'S THE WAY

Percy Iseman, merchandising manager of Seeman Bros., Harry Socolof, president of the New York Wholesale Grocers' Association and of the Sweet Life Food Corp., and J. Chris Wahmann, manager of the Bronx Grocery Co., sum it up.



## IN THE SUMMERTIME

Advertise in Grocer-Graphic to sell this big summer market so as to offset your normal summer sales loss in other sections of the country.



NY. CITY  
WHOLESALER

AVERAGE CITY  
WHOLESALER



PHOTOS TAKEN IN SUMMERTIME



# GROCER-GRAPHIC

*The Newspaper of the Retail Grocers in the New York Market*

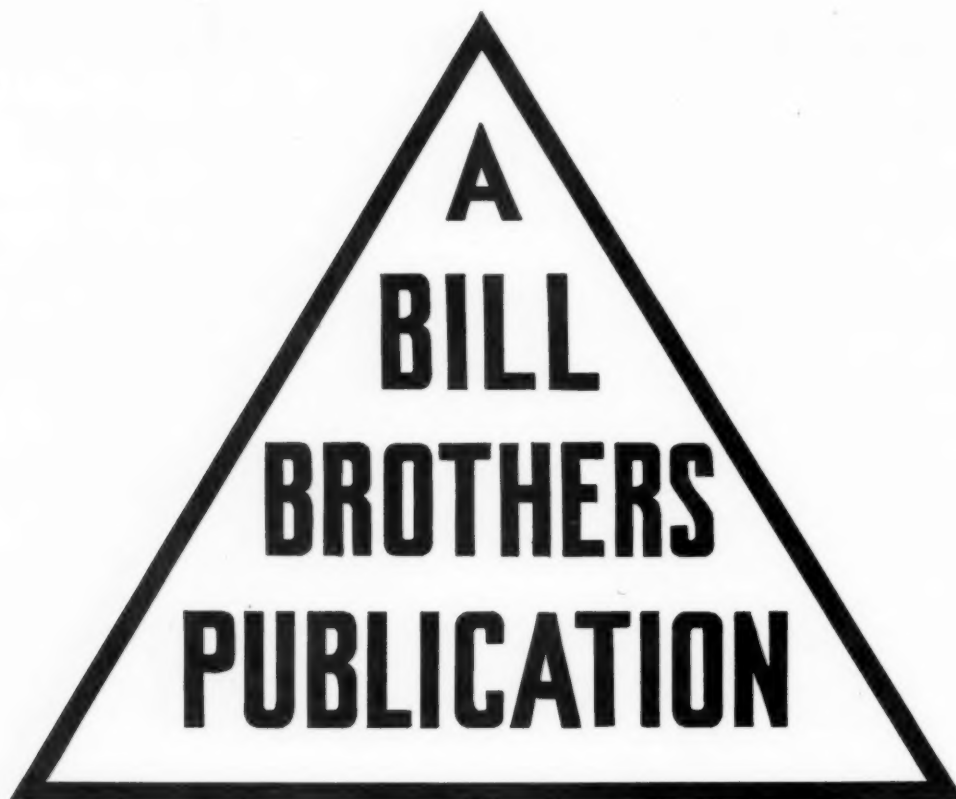


420 Lexington Ave.



NEW YORK





The Following Publications Bear This Trademark

**T I R E S**

**RUG PROFITS**

**GROCER-GRAPHIC**

**PREMIUM PRACTICE**

**SALES MANAGEMENT**

**INDIA RUBBER WORLD**

**SODA FOUNTAIN & QUICK-FOOD SERVICE**

All Are Published At

420 Lexington Ave.

New York



tomed to solving tough problems.

The use of nickel by man is at least 2,200 years old. In the year 235 B.C. it is known that the miners of China were shipping Paktong, an early nickel alloy, by caravan to India and other places. Probably nickel was used in swords even earlier.

This use for swords is in a sense symbolic. The First World War took nearly all the nickel products which the company could produce. After that war, International Nickel set out (as it thought, more soundly) to expand its work for peacetime industries. Nickel and its alloys and Monel metal went into factories and farms, office buildings and homes, railroads and ships and tunnels. These metals became more definitely a part of the great new industries of this century, such as electricity, automobiles and aviation.

But the transition to peace required a lot of energy and resourcefulness. Nickel itself calls for it.

### "The Old Nick"

Nickel for centuries was called "Old Nick," among metals. English and German and Swedish metallurgists found it too brittle and unworkable.

In 1883, a workman on the Canadian Pacific Railway, building westward near Sudbury, Ont., dug his pick into this brittle ore. The company, formed to develop it, sent first shipments to smelters in the United States, only to have them returned because "you can't separate nickel and copper," and they were always present together.

But metallurgists found a way to lick this problem . . . and with the aid of the Canadian Government the company's salesmen set forth to sell nickel to the world.

Meanwhile, in 1905, the company discovered that smelting the ore just as it came from the mines—two-thirds nickel and one-third copper—produced a metal as strong as steel and at the same time corrosion and acid-resisting, and rustless. This is called Monel metal.

International Nickel had barely scratched the surface of its peacetime potentialities, when World War I centered all its facilities into nickel for guns, ships and other armament needs of the Allied Armies.

The war ended—and approximately 90% of its existing market disappeared.

But the company went ahead. New uses and new markets were found. A sales and development division was created to tell the story of nickel and Monel metal throughout the world.

A special research department worked out new uses. A \$50,000,000 expansion program was launched.

By 1929 more nickel was produced and sold for industrial use than at the peak of the wartime production.

On the nickel industry's 50th anniversary, in 1933—a bleak year for many industries—International Nickel told the Canadian people of its continuing expansion. Nickel was replacing other metals in a lot of jobs. More than 99% of the output of the Sudbury mines was sold to other countries, brought many millions of dollars back into Canada.

The company told the people of the Dominion of its purchases of lumber and transportation and power there. . . . It cited, one by one, the application of nickel to various industries, from chemicals to food, from paper to petroleum. . . .

Year after year, International Nickel continued in Canada this story of peacetime progress. . . . One series of advertisements said "gone is the age of breakdowns," thanks to nickel. . . . Another, in each insertion, showed a big and a little application, from the San Francisco Bay bridge to a kitchen range; from a washer tub to a transocean cable.

Nickle was indispensable by then, and becoming more so.

### Policies for Progress

In advertising and publicity in the United States, similar stories were told. . . . With each quarterly financial statement, Mr. Stanley began to send stockholders a message on nickel's work in a specific industry . . . also an annual survey of its many uses.

There was plenty of progress to report.

In 1939 the company sold about 210,000,000 pounds of nickel, of an estimated world consumption of 256,000,000. In addition, it sold 325,000,000 pounds of copper; 241,000 ounces of platinum metals; 78,751 ounces of gold; 2,448,336 ounces of silver, and selenium and tellurium. Its net sales in 1939 rose to \$126,505,000 from \$107,200,000 in 1938. Its net profit increased from \$32,399,470 to \$36,847,466.

For the year 1940, however, the international emergency caused Mr. Stanley's report to be less specific. Despite increased sales, higher taxes had reduced net profits to \$35,544,772.

In that report, Mr. Stanley emphasized the company's policy to "produce sufficient nickel to meet the wartime requirements of Canada, Great Britain and the United States;



## DESIGN FOR VACATION

Today's emergency  
cuts short  
this year's vacation-time . . .  
yet all of us need relaxation.

Air vacations by Braniff  
give you refreshing holidays  
. . . yet keep you on today's  
most urgent job . . .  
National Defense for Uncle Sam.



Go south of the Border  
to hospitable, romantic  
Mexico and Guatemala  
on personalized  
all-expense tours.



Along the entire  
Texas Gulf Riviera . . .  
from Galveston to Port  
Aransas and Eighth Pass . . .  
deep-sea fishing at its best.



Riding, golfing, loafing  
. . . chuck-wagon dinners  
and sunrise breakfasts on  
mountain-tops . . .  
here's real relaxation in  
the colorful Bandera Hills.



If it's sun you're after  
. . . swimming, sailing,  
cosmopolitan vacationing  
. . . Texas Gulf resorts  
offer finest accommodations.

No down payment . . . and only  
a few dollars a month  
for Braniff air vacations under  
the Air Travel Credit Plan.



## Portrait of a GOOD\* Newspaper

# GROWTH!

\*A good newspaper always goes ahead! It increases its usefulness to the people it serves — to the advertisers that use it — by steadily increasing its sphere of influence. The Journal is a good newspaper.

The JOURNAL — Portland, Oregon's largest daily — has the greatest circulation of any newspaper west of Denver and north of San Francisco.

JOURNAL	146,189
total net paid daily circulation . . .	
JOURNAL	107,567
city & suburban daily circulation . . .	
JOURNAL	76,665
total city daily circulation . . . . .	

OREGONIAN	142,673
total net paid daily circulation . . . . .	
OREGONIAN	85,854
city & suburban daily circulation . . . . .	
OREGONIAN	58,605
total city daily circulation . . . . .	

Figures from ABC Publisher's Statements, March 31, 1941

# THE JOURNAL

**Portland's Afternoon Newspaper**  
**PORTLAND, OREGON**

REYNOLDS-FITZGERALD, Inc., National Representatives:  
New York, Chicago, Philadelphia, Detroit, San Francisco, Los Angeles, Seattle

to supply the needs of industry to the fullest degree that national requirements will permit; to maintain plant and equipment; further develop cooperation between employees and management; to expand research and development efforts on present and new uses, and to conserve the financial resources to the fullest extent that the present world situation permits."

Under such a policy, he believed that "when the war is over we will be prepared to meet post-war economic adjustments . . . and to continue the progress of the company as a peacetime industry."

One step in this is to meet the needs of regular customers now. . . .

Since the last World War ended, in 1918, International Nickel has spent over \$21,000,000 in development and research work and publicity to establish nickel as a basic metal. This work was intended to create diversified uses and demand.

In war, as in peace, the company's research goes forward. Although current nickel demand in this country temporarily exceeds the supply, the company's research staff is cooperating with the sales staff in furnishing the metal for essential uses.

### 50 Industry Specialists

Each of the 50 metallurgists and engineers on the company's research staff in the United States usually is a specialist on the requirements of an individual industry. These men know their metals and their industries. Some of them are noted. All are imbued with the International Nickel traditions of resourcefulness.

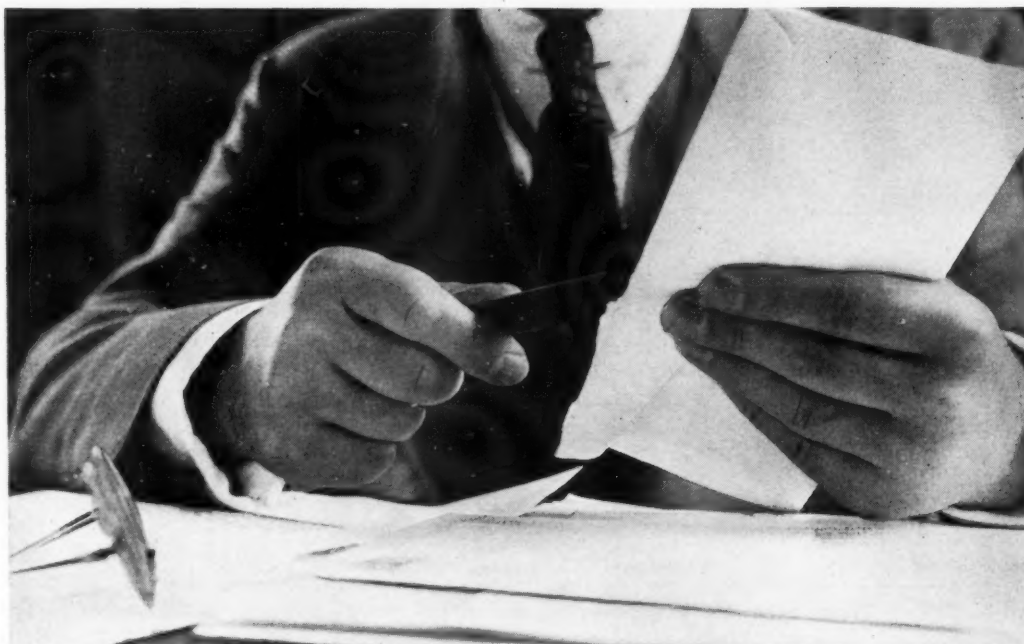
These men are doing twice as much "leg work" today as they were two years ago. They are going out into customers' plants to meet the challenges of supply and production on the spot. In addresses before members of different industries, they make suggestions to solve their mutual problems. One or two of them have been "drafted" into OPM, to help officially to strengthen both the nation's defense and economy.

In its industrial advertising today, International Nickel consistently informs customers and prospects of publications it has prepared to meet problems of their industries. This campaign also says that the company has "a staff of experienced engineers . . . available for consultation." One advertisement is intended to help many plants now "getting into production of new parts requiring high precision and made of high tensile alloy steels." All urge industry to "make full use of this experience."

Last February Mr. Stanley became

SALES MANAGEMENT

# WHAT NEXT?



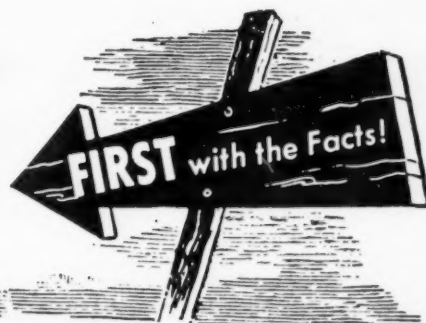
Soothsayers we are not, but it takes no crystal gazer to see that sources of supply may soon be restricted; price structures appear to be in for drastic revision; the demand for products may leap ahead of production possibilities . . . even familiar packages may have to appear in new dress.

These are possibilities, even probabilities, which may soon have their effect on your sales and promotion program. Can you figure all the angles—particularly that vital one of maintaining your profit position? Have you felt out your market to find out what steps you can best take to meet these changes?

Make an effort now to get the jump on competition. Begin to apply marketing research to help point out the safest course for the future. Get in touch with the Ross Federal office nearest you.

## **ROSS FEDERAL RESEARCH CORPORATION • 18 EAST 48th STREET • NEW YORK**

Boston New Haven Albany Buffalo Philadelphia Pittsburgh Cleveland  
Cincinnati Washington Charlotte Memphis Atlanta New Orleans Detroit  
Chicago Milwaukee Minneapolis Des Moines Kansas City Indianapolis  
Omaha St. Louis Dallas Oklahoma City Los Angeles San Francisco  
Portland Seattle Salt Lake City Denver





the first recipient of the Charles F. Rand gold medal, awarded by the American Institute of Mining and Metallurgical Engineers for "distinguished achievement in mining administration."

The institute cited his "pioneering leadership during a period of active growth and development of a world-wide enterprise . . ."

On some not-so-distant day, some sales executives' group may find it appropriate to present an award to International Nickel Co. for keeping customers under difficult circumstances.

## Advertising Campaigns

(Continued from page 21)

As we go to press, Boots and Saddle has picked 23 horses, 13 of which came in first, three close seconds, five were scratched and four also ran. The handicapper is a non-professional, but a man "who certainly knows his horses."

The campaign is definitely paying off in reader interest and increased sales. Recently when Taylor skipped the ad for one day, dozens of telephone calls including several long distance calls, were received asking what had happened to the ad. In addition, recent sales of Boots and Saddle whisky have risen sharply.

## Anacin Adds Two

American Home Products, Inc., Jersey City, has augmented its radio programs for Anacin headache remedy. "Front Page Farrell," a 15-minute daytime serial, Mondays through Fridays, is on 78 Mutual Broadcasting stations. Contract is for a year.

"America the Free" is the title of the other new Anacin show on 59 NBC Red network stations. Although a daytime program (10:30 a.m. EDT), it is not a serial. Instead, folk songs and music popular in vari-

ous parts of the country will be given by Victor Arden and his orchestra and a mixed chorus. It, too, is on a 52-week basis. Blackett-Sample-Hummert agency, Chicago and N. Y., is in charge.

## While the Sun Shines

The hotter the weather the better some advertisers like it. For example, Noxzema Chemical Co. will use 200 newspapers to tell people that Noxzema brings soothing relief to sunburned skin. Agency: Ruthrauff & Ryan, N. Y.

Stanco, Inc., N. Y., knowing that Summertime is insect time, is supplementing Flit copy in national magazines with newspaper insertions. Agency: McCann-Erickson, N. Y.

General Electric Co. will feature a line of low-priced electric fans in about 150 newspapers. Dealers are to insert the company's copy in papers of their territories when thermometers soar. Maxon, N. Y., is the agency.

California Fruit Growers Exchange is boosting its Sunkist Valencia oranges in 313 dailies of 213 cities and 2,606 weeklies in the customary Summer promotion. Agency: Lord & Thomas, Los Angeles.

## Land o' Lakes

Land o' Lakes Creameries, Inc., celebrated its 20th anniversary by full pages in Minneapolis and St. Paul dailies and in five dairy trade journals and by smaller insertions in 163 dailies and weeklies through the Northwest.

Dairy farmers representing 350 Minnesota cooperative creameries formed the organization at a meeting in the state capitol, St. Paul, in 1921. Today, copy points out, the co-op marketing association includes hundreds of creameries, cheese factories, cream stations and milk plants in the Northwest—all owned by some 100,000 dairy farmers.

More than 1,916,000,000 units of

dairy and poultry products have been sold by the association with the aid of consistent and persistent advertising. "Each Land o' Lakes dairy farmer has marketed an average of \$10,000 in dairy products . . ." and "nets today about four cents more for his butter." The L o' L brand is now "the world's largest selling sweet cream butter."

Campbell-Mithun, Minneapolis, is the agency.

## Inside Stories

Banks, traditionally, are as cautious and solemn advertisers as undertakers. Slowly they are realizing that vigorous, interesting advertising is not necessarily undignified—and that it is highly profitable. For instance: The Seattle-First National.

The bank, "largest of many excellent banks in the Northwest"—according to its slogan—is sponsoring an unusual program over NBC's Seattle Station KOMO. Only 15 minutes long, on Sunday nights, every minute his direct advertising value. "Inside Stories" is the program's name, announced by a voice that seems to come from a bank vault. The stories it dramatizes are those of missing depositors and unclaimed deposits.

Sometimes the bank spend years tracing a depositor. There's many a romance in the tales, too, of the intense and ingenious efforts of bank officials to locate missing depositors or their heirs. That old belief in the hard-fisted, hard-hearted banker is canceled by subtle suggestion. Beside the entertainment provided in the playlets, additional listener appeal is gained through reciting a list of missing depositors. Several missing persons have been found in this way.

Joe Newberger, vice-president of the Seattle-First, conceived the program and Pacific National agency handles the commercials. Response, as indicated by mail and phone calls has been "phenomenal."

**★**

**GAZETTE Circulation Reaches All-Time High\***

\* 26,370 for the six months ending March 31, 1941  
May Circulation 27,635

And over 92% of the GAZETTE'S circulation is distributed within the Schenectady trading area and the immediate adjacent territory of the prosperous

SELL THE READERS OF THE SCHENECTADY GAZETTE AND YOU HAVE SOLD THE SCHENECTADY MARKET  
Circulation 92% Home Delivered

**SCHENECTADY PAYROLL NOW WELL OVER ONE MILLION DOLLARS WEEKLY**

Schoharie Valley offering the advertiser an unusually productive field of which Schenectady is the logical shopping center.

For dominating coverage of this rapidly growing market where people have money to spend—

**SCHENECTADY GAZETTE**

Represented by REYNOLDS-FITZGERALD, INC.

"Editors who are among the best informed men in the field"  
 "Usually look first at the pages of new equipment"  
 "Educational efforts to make better restaurant executives"  
 "Keen interest in restaurant layout"

George R. LeSauvage  
 Schrafft's Restaurants



## A RESTAURANT MAN SPEAKS HIS MIND

THE ad on pages 54 and 55 of this issue of Sales Management tells something of the reading habits of one of the restaurant industry's most important figures, George R. LeSauvage, Assistant to the President of the F. G. Shattuck Co. As general trouble shooter for Schrafft's Restaurants, it is particularly important for him to keep his fingers on the pulse of the restaurant industry.

In his statement, he says that he reads all the "good" restaurant papers. That makes us proud, since he has always been a staunch supporter of Restaurant Management.

This is what he says—and how it applies to Restaurant Management.

"Editors who are among the best informed men in the field." Restaurant Management's Editor, J. O. Dahl, has few peers when it comes to knowledge of the restaurant business . . . has written more books on restaurant operation than any man alive. . . . His name is mentioned wherever prominent restaurant operators congregate.

"I usually look first at the pages of new equipment . . . and the advertising pages." RM has recently enlarged this department, based on a survey which revealed it was one of the most popular sections in the book.

"Educational efforts to make better restaurant executives." Restaurant Management sponsors innumerable educational contests, supports schools offering restaurant training, features employee training material in every issue.

"Keen interest in restaurant layout." An industry survey conducted by RM recently revealed that layout of kitchens and dining room space was one of the operators' most vexing problems . . . now, no story in RM is complete without an actual floor plan of the restaurant being discussed.

• • • • •

### TO THE ADVERTISER THIS MEANS READERSHIP



These statements by George R. LeSauvage show that he is a careful reader of good business magazines.

The problem for the advertiser, once this question of readership has been established, is how to write advertising that will appeal to these thorough-going operators and keep them in the same "careful-readership" frame of mind.

The answer, quite briefly, is to tell them all they want to know about your products before buying.

Don't leave unturned stones down the middle path of your ad . . . don't make a claim and then neglect to back it up.

This is the advertising that gets results in Restaurant Management. Our service department has compiled considerable data on the subject, based on actual interviews with buyers. If you'd like a lift in preparing your campaign in Restaurant Management, we can help you.

**Restaurant Management**



Why

## KEY MEN READ BUSINESS PAPERS

Because... "their  
editors are  
among the best  
informed men  
in this  
industry"



GEORGE R. LeSAUVAGE is Assistant-to-the-President of Frank G. Shattuck Co., operators of 47 Schrafft's Restaurants in seven cities from Philadelphia to Boston — 36 of them in metropolitan New York — together with bakeries and candy plants. From the U. S. Navy years ago, Mr. LeSauvage came to Shattuck. Today he is one of the senior counselors in the restaurant industry, Director of the National Restaurant Association, chairman of NRA's legislative committee and an advisor to the U. S. Government's OPM on defense feeding problems... a busy executive who takes time to read the good restaurant Business Papers.

## GOOD BUSINESS PAPERS BUILD BETTER BUSINESS

AMERICAN BUILDER, Chicago  
BAKERS WEEKLY, New York  
BOOT AND SHOE RECORDER,  
New York  
BUILDING SUPPLY NEWS,  
Chicago

DEPARTMENT STORE ECON-  
OMIST, New York  
FOOD INDUSTRIES, New York  
THE IRON AGE, New York  
THE JEWELERS' CIRCULAR-  
KEYSTONE, New York  
MACHINERY, New York

POWER, New York  
RAILWAY ENGINEERING AND  
MAINTENANCE, New York  
RESTAURANT MANAGE-  
MENT, New York  
SALES MANAGEMENT,  
New York

16 W.  
Bost  
—  
418 S.  
Syrac  
1216 C  
Philad



# FRANK G. SHATTUCK COMPANY

OPERATING

THE **SCHRAFF'S** STORES

58 WEST TWENTY-THIRD STREET

*New York, N. Y.*

16 West Street  
Boston, Mass.

418 S. Warren St.  
Syracuse, N. Y.

1216 Chestnut Street  
Philadelphia, Pa.

June 10, 1941

Mr. Raymond Bill, Publisher  
Sales Management  
420 Lexington Avenue  
New York City, N. Y.

Dear Mr. Bill:

The really good magazines of the restaurant industry are few, but those few are constructively helpful. I read them carefully every issue because they have on their staffs some editors who are among the best informed men in this industry. I know these men; meet them often in the councils of restaurant operators.

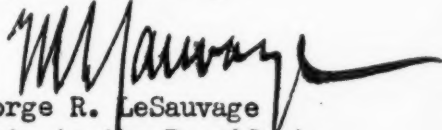
In reading these Business Papers, I usually look first at the pages of "new equipment". There, and in the advertising pages, we keep abreast of what's new -- materials and equipment some of which can help us run our own business better. I frequently check things here for the attention of our people.

Because of my own work, probably the most interesting material for me in these Business Papers deals with educational efforts to make better restaurant executives, better cooks, better service personnel. It is so important that I wish there was even more of it. Also I have keen interest in articles about restaurant layout, decorative effects and management ideas. Menu-making and food service is not my special field, but I always read these pages.

Various department heads in our organization also read these publications, each closely following the pages treating his own department.

We know we can rely on such magazines for reports that are authentic, expert and unbiased. That's why we subscribe for several copies of each of the good publications in this field.

Very truly yours,

  
George R. LeSavage  
Asst. to the President

## **a survey series** • • •

by Sales Management showing that key men everywhere in industry are regular readers of Business Papers . . . and why. Sponsored by the foregoing Business Papers receiving unanimous votes from a jury of disinterested experts for "honest and able editing that renders a real service."

ES  
#19  
AND  
ork

# “No Longer Submerged Third”: How It Spends Increased Income

(Continued from page 25)

the lower one-third income groups, and in the tabulations separated the returns from families with increased incomes and those whose incomes had not increased.

The results show that our subscriber was doing some wishful thinking. Only to an infinitesimal degree have those with increased incomes changed brands in nine quick-consumption categories more than their less fortunate neighbors who do not admit to having more money to spend. The table below shows the percentages in each group which switched brands during the past twelve months. Those tabulated are families which used the product a year ago and also use it today.

## Change in Brand During Year (Users Only, Not All Families)

	Increased Income	No Increase in Income
Canned Tomato		
Juice .....	17.3%	15.3%
Cigarettes .....	18.4	16.7
Canned Pineapple		
Juice .....	10.4	9.4
Aspirin .....	6.0	7.5
Gelatin Desserts ....	10.4	12.0
Canned Baked Beans.	19.3	10.5

Rolled Oats .....	3.4	4.3
Razor Blades .....	9.6	7.1
Cleansing Tissues ...	5.7	7.6

The outstanding difference between the two groups—and it is a highly significant one—is that even in the case of these low-priced commodities, the percentage of users is much higher among those with increased incomes. This is brought out in the next table.

## More Income, More Users

Business men as a group have not been particularly sympathetic with the attempt of the New Deal to raise living standards by pumping in money at the bottom of the economic heap, although proponents of that idea have argued that this method will greatly enlarge the number of prospects for consumer goods.

The subject is too big, and has too many ramifications, to be argued here, but the survey does present striking confirmation of the fact that the percentage of users of almost every commodity increases as income increases. In every one of the nine commodities covered in the survey, the percentage of use is higher among the families with increased incomes.

## Percentage of Families Using the Commodity

	Increased Incomes	No Increase in Incomes
Canned Tomato		
Juice .....	73.7%	67.2%
Cigarettes .....	78.9	59.5
Canned Pineapple		
Juice .....	88.4	83.3
Aspirin .....	85.0	77.2
Gelatin Desserts ....	92.0	87.0
Canned Baked Beans.	78.1	70.6
Rolled Oats .....	73.7	72.1
Razor Blades .....	85.6	76.9
Cleansing Tissues ...	79.2	69.1

Here certainly is a finger pointing sharply to the importance of following incomes as a guide to sales opportunities. Even in the case of such a plebian item as canned baked beans the percentage of users goes up as income increases, and in cigarettes the degree of difference is extraordinary. It is very probable, also, that families with increased incomes consume more of each of these products in any given month than do the others, but no attempt was made in this survey to measure this increased consumption.

## The Three Leading Brands in Each Group

Here are the three leading brands mentioned in answer to the question, “What brands of the following did you last buy?” The tabulations on the work sheets in the SM office show a detailed separation between families with and without increased incomes, and whether they have or have not made major purchases, but because the differences were not great (or in some groups the sample too small) we publish only these summaries. The percentage breakdown is among those families which are users of the particular product. As pointed out under the heading, “More Income, More Users,” there are many more users among the families which have had income increases.

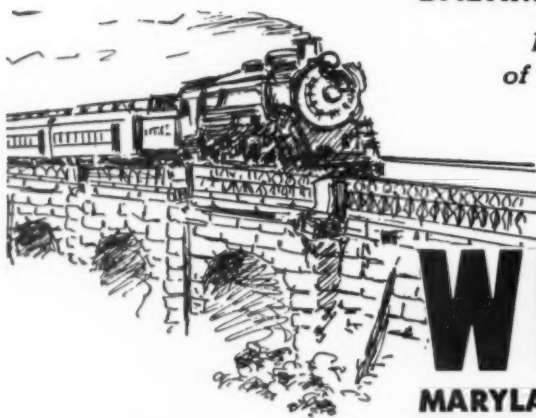
## What Brand Did You Last Buy?

<b>Canned Tomato Juice</b>		
Campbell .....	60.0%	
Stokely .....	6.1	
A & P .....	7.3	
All Others .....	38.8	
Don't Know .....	.9	
<b>Cigarettes</b>		
Camel .....	29.0	
Chesterfield .....	23.3	
Lucky Strike .....	20.3	
All Others .....	28.8	
Don't Know .....	.9	
<b>Canned Pineapple Juice</b>		
Dole .....	51.0	
Del Monte .....	22.1	
Libby .....	8.6	
All Others .....	17.7	
Don't Know .....	.9	

## BALTIMORE INSTITUTIONS:

## BALTIMORE & OHIO

Pioneer railroad  
of the United States



## WFBR

## MARYLAND'S PIONEER BROADCAST STATION

Pioneers! WFBR has held first place in Baltimore hearts since broadcasting became a reality. Baltimoreans are loyal to their own institutions—that loyalty makes your radio advertising on WFBR more productive!



NATIONAL REPRESENTATIVE  
EDWARD PETRY & COMPANY

#### Aspirin

Bayer	84.4
Squibb	1.6
Anacin	3.4
All Others	10.3
Don't Know	.5

#### Gelatin Dessert

Jell-O	59.2
Royal	23.7
Knox	9.7
All Others	9.3
Don't Know	.6

#### Canned Baked Beans

Campbell	56.2
Heinz	16.3
A & P	4.3
All Others	24.9
Don't Know	.5

#### Rolled Oats

Quaker	50.8
Mother's Oats	42.2
H. O.	3.4
All Others	3.8
Don't Know	.5

#### Razor Blades

Gillette	42.9
Treat	12.5
Gem	6.2
All Others	23.6
Don't Know	15.2

#### Cleansing Tissues

Kleenex	63.8
Pond	13.2
Elizabeth Post	2.2
All Others	17.6
Don't Know	3.4

### Leading Brands Do Best in Largest Cities

A difference which seems to have significance is to be found in the "All Others" among families with increased incomes in the two largest cities as compared with the two smaller ones. Right down the line, with only two slight exceptions, we find in the larger cities a greater concentration of purchasing in the three leading brands. Does it mean that the three leading brands have been advertised more extensively in Cleveland and Camden than in Springfield and Macon? We leave it to readers to decide the answer.

#### Increased Income Families Per Cent "All Other" Largest Cities\* Smallest Cities

Canned Tomato		
Juice	21.1	34.5
Cigarettes	27.6	26.9
Pineapple Juice	20.7	20.0
Aspirin	4.5	30.2
Gelatin Desserts	9.7	19.5
Canned Baked Beans	14.9	39.5
Rolled Oats	2.9	3.3
Razor Blades	23.0	27.9
Cleansing Tissues	16.0	27.6

\* Springfield is actually larger than Camden, but the latter is grouped with Cleveland because of its close association with Philadelphia.

### What Major Purchases Have Been Made?

Fifty-eight per cent of those families with increased incomes have made

JULY 1, 1941

## Support your retailer



with local  
newspaper  
prestige and  
local customer  
coverage through

## BUY-LINES by Nancy Sasser

You can reach 8,800,000 customers, at less than \$800 per insertion, every week in Nancy Sasser's personalized Sunday advertising column, BUY-LINES.

Lively, brisk, written by a trained columnist with a flair for merchandising; always in anchored position. Women turn to BUY-LINES to see "what Nancy says" this week and what stores are carrying products she mentions.

Your own message, written up in woman-talk. Exclusive representation. Minimum thirteen weeks contract. Natural for store tie-ups. Lever for new outlets. *Practical for your budget.*

Now nationally syndicated in 32 papers.

8,800,000 circulation\* in key areas.

Starts September 7, 1941.

\*Note: March 31, 1941 A. B. C. statements now show an increase of 300,000 circulation.

New York Times • Chicago Tribune • Philadelphia Inquirer • Detroit Free Press • Cleveland Plain Dealer • St. Louis Globe-Democrat • Boston Post • Pittsburgh Press • Washington Star • Minneapolis Star Journal • Cincinnati Enquirer • Indianapolis Star • Des Moines Register • St. Paul Pioneer Press • Louisville Courier-Journal.

New Orleans Times-Picayune • Houston Chronicle • Atlanta Journal • Dallas News • Memphis Commercial Appeal • Charlotte Observer • Miami Herald • Birmingham News & Age-Herald • Richmond Times-Dispatch • Jacksonville Times-Union • Norfolk Virginian-Pilot • Nashville Tennessean.

Los Angeles Times • San Francisco Chronicle • Seattle Times • Portland Journal • Oakland Tribune.

For full information and rates address

## NEWSPAPER GROUPS, INC.

Sales Representative for Nancy Sasser, Inc.

420 LEXINGTON AVENUE • NEW YORK CITY • MOhawk 4-3430

Chicago, 360 North Michigan • Detroit, General Motors Building • San Francisco, 110 Sutter Street



major purchases during the past year, and 34% of those with no income increases. The average for all 1,176 lower-third income families was 41%.

New cars were purchased by 69 families, old cars by 80 families. In the country at large about one family in every 11 brought new cars during the past year. In these lower income groups the average was one in 17. Last year in the counties in which the four cities are located, the ratio for all families was one in eight.

Of those families with increased incomes:

- 1 in every 11 bought a new car.
- 1 in every 11 bought a used car.
- 1 in every 13 bought a new radio.

1 in every 5 bought a new mechanical refrigerator.

1 in every 11 bought a new stove.

1 in every 45 bought a new washing machine.

1 in every 8 bought new furniture.

Of those families without increased incomes:

1 in every 23 bought a new car.

1 in every 24 bought a used car.

1 in every 20 bought a radio.

1 in every 10 bought a new mechanical refrigerator.

1 in every 24 bought a new stove.

1 in every 54 bought a new washing machine.

1 in every 14 bought new furniture.

Of all new cars bought in the two groups combined, Chevrolet led with 17, followed by Ford, 12; Plymouth, 11; Mercury, 6; Pontiac, 6; Buick, 5; Olds, 4; Nash, 3; Dodge, 2; Chrysler, 1; Studebaker, 1; and De Soto, 1.

The high ratio of new refrigerators bought (20% in the income-increase families and 10% in the other group) indicates that the lower income group is probably the only one where sales other than replacement sales represent a big market. Frigidaire, Coldspot, and Kelvinator are grouped in a virtual tie for first place with this group. G. E. and Electrolux tie for fifth, with Westinghouse sixth.

As many new radios were bought as new cars, 69. Philco made 21 of the sales, Montgomery Ward 13, Zenith 10, and RCA 8.

Magic Chef and Grand lead in stove sales, followed by Florence, Prosperity, Roper, Kalamazoo, Frigidaire and Sears.

### Major Purchases Planned During Balance of Year

Of all families interviewed, 13% or 153 are planning to make major item purchases during the next six months.

- 50 will buy new furniture.
- 21 will buy new refrigerators.
- 13 will buy used cars.
- 12 will buy new homes.
- 12 will buy new stoves.
- 12 will buy new washing machines.
- 10 will repair their houses.
- 8 will buy new radios.
- 6 will buy new cars.

### Recommended New Books for Marketing Men

"1,000 Sales Points," by J. George Frederick. Published by Business Bourse, N. Y. Price \$1.75.

"Marketing Used Automobiles," by Dr. Theodore H. Smith. Published by The Bureau of Business Research, Ohio State University. Price \$3.

"Introduction to Advertising," by Brewster and Palmer. Published by McGraw-Hill Book Co., N. Y. Price \$2.50.

"Latin American Trade—How to Get and Hold It," by Frank Henius. Published by Harper & Brothers, N. Y. Price \$2.

"The Science of Marketing by Mail," by Homer J. Buckley. Published by The Business Book House, Box 112, Charlottesville, Va. Price \$3.

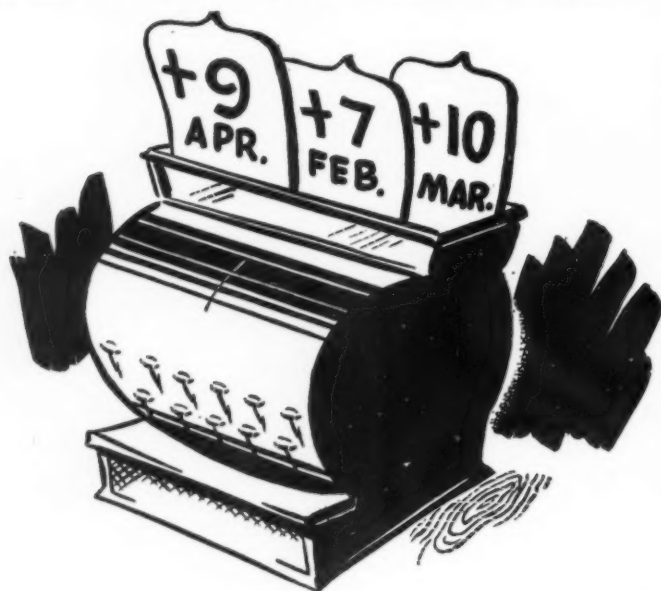
"Design for Industrial Coordination," by Robert W. Porter. Published by Harper & Brothers, N. Y. Price \$3.

"Middle Management," by M. C. H. Niles. Published by Harper & Brothers, N. Y. Price \$3.

"Principles of Organization," by J. D. Mooney and A. C. Reiley. Published by Harper & Brothers, N. Y. Price \$3.

SALES MANAGEMENT

## SYRACUSE IS THE #1 MARKET OF THE RICHEST STATE IN THE UNION



**M**ONTH after month Syracuse business gains continue to lead all New York State—and Syracuse has not yet begun to feel the effects of the huge defense spending program.

Syracuse is a constant "UP" market which makes every day a sales pay day. Advertisers can sell this PLUS market through the one, big, all-coverage newspaper at one low cost.

THE SYRACUSE  
**HERALD-JOURNAL**

ASK YOUR PAUL BLOCK REPRESENTATIVE

**98% SYRACUSE COVERAGE**

# How Los Angeles Plugs Its Goods In Your City's Main Street Stores

A series of letters sent to charge account customers by local merchants proclaims that "California wares have arrived." Such shrewd promotion is one reason Sunkist State products are in demand all over the U. S. There's no patent on the idea.

**T**HIS year, so far, 100,000 letters have been mailed from Los Angeles manufacturers to charge customers of distant department stores, telling them that a showing of California sportswear, gift-ware, housewares, etc., is in the local store at which they carry an account, and that it is worth seeing.

It is a simple kind of promotion, yet it seems to be new. It has roused local manufacturers where the letters were received, to ask, "Why doesn't the Blank Store promote our home products—what has California that we haven't?"

The idea developed in this way:

Los Angeles is new in industry, and decidedly pushing. When a distant store buys a sizeable order, in assorted lines, its manufacturers advise special featuring similar to that given imported goods.

Twice a year, distant merchandise buyers visit the California style shows, and this promotion by letters to charge customers was hit upon, to supplement display material and other sales aids furnished to buyers. Manufacturers decided that it had better be done for the region, rather than by individual suppliers. So the letters are sent out by their trade associations, through the Los Angeles Chamber of Commerce, signed by the president of the latter institution.

The distant store addresses the envelopes, and pays postage, and the manufacturers attend to the letters, which are closely adapted to the lines to be shown, and the store's character.

The letter may be strong in its appeal to women, if the lines bought are notable for sports styles and home wares. Or, the appeal may be to men, on the swank and comfort of California sports things. Again, the appeal is to both men and women.

The letter is always brief, one sheet of the Chamber of Commerce stationery, and while gaining attention because it comes from Los Angeles, does not attempt to "sell" that town, or its climate, but concentrates on the fact that there is some interesting merchandise to be seen at the local Blank Store. The different lines are mentioned, often with the buyers' names

for different departments. The tone is that of a letter a friend in California might write to somebody back home, about a sport sweater, or slack suit, that the fellows or the gals are all wearing out there that is worth looking into.

Results have been rather astonishing, when it is remembered how often charge customers are circularized. Best proof of interest is in store visits by men, always difficult to drag into a big store. Twice as many men have come in to see the California sportswear after receiving these letters as had visited the men's shop before. The manufacturers' check is positive—the

## INSIST on specific proof

of low maintenance cost of the signs you buy. Typical Example: Notarized statement in our files shows that Pittsburgh Plate Glass Company's total cost for repairs of all kinds, including all breakage, for last year on approximately 16,000 sections of tubing in use by its dealers was only \$362.66. Compare this figure to \$36,000.00 maintenance cost on approximately half as much tubing (made by others) for company "B" (name in our files).

### YOUR GUIDE TO SIGN BUYING

Features on the Check Chart assure a 999/-1,000% perfect sign, proved by AUDITED and CERTIFIED average records made through customer research.

**SIGNS\*  
OF  
LONG  
LIFE**



**FREE!**

Analysis of survey proving that the use of dealer signs will increase sales 14.6%; Catalog, a brochure, "How to Set Up a Successful Dealer Sign Program," and proof that national advertising can be made 5 times as effective by using dealer signs.

\*Artkraft, world's largest manufacturers of signs for every use, can give you unprejudiced and authoritative advice.

### SIGN BUYING CHECK CHART

- ☐ Patented \*Galv-Weld rust-proof, vibrationless frame construction.
- ☐ Wet process, 30,000-volt tested, short-proof insulators.
- ☐ 30,000-volt tested high-tension cable.
- ☐ Letters patented embossed out of steel background. More readable all angles. Indicate quality.
- ☐ New, standard transformers, engineered to each sign, loaded only 85% of manufacturer's rating.
- ☐ 10-year guaranteed Porcelain enamel. (Will last a lifetime.)
- ☐ Neon tubing inspected six times.
- ☐ Wired to highest specifications.
- ☐ Proof of low maintenance cost.
- ☐ One year guarantee.
- ☐ Underwriter's label.
- ☐ Four A. F. of L. Union labels.

**by — ARTKRAFT\* SIGN COMPANY**

GENERAL OFFICES: 1000 E. KIBBY ST., LIMA, OHIO, U. S. A.

\* TRADEMARKS REG. U. S. PAT. OFF.

value of this letter promotion is shown in re-orders by stores.

In one or two cases the letters have aroused criticism from local manufacturers, who ask, "If your store wants to promote regional merchandise, why not begin with the stuff we make right here at home?" But generally, the atti-

tude of local concerns is identical with that toward imported merchandise, in days when there were still Paris showings—that the big store must have features, that featured goods sell local goods by enhancing shopping interest, and that the featured lines may just as well come from California.

## Our Jobbers' Salesmen Compete in Year-Round Christmas Contest

Doubling the annual sales volume, this merchandise-prize contest has paid for itself handsomely. It has gained the active backing and interest of jobbers and their representatives. And more motorists now know what an oil filter does.

Based on an interview with

**T. H. BELLING**

*General Sales Manager, Fram Corp.,  
East Providence, R. I.*

**A** YEAR 'round sales contest offering \$50,000 in merchandise awards for increased sales proved so successful during 1940 for the Fram Corp. that it is being repeated throughout the present year with \$75,000 as the merchandise goal. It was a major factor in bringing 1940 sales to \$3,000,000, double the figure for the previous year.

The Fram "\$50,000 Christmas Club," had practically 100% cooperation from our 900 jobbers, and 6,000 jobber salesmen participated.

The contest was part of a plan to induce motorists and the trade to think and talk about oil filters. First introduced 16 years ago, filters were used to remove foreign materials resulting from manufacturing processes in use at that time. This purpose was accomplished during the first several hundred miles of driving, after which it was believed the car needed no filter. As manufacturing processes improved, the need for filters was considered negligible, and the industry declined.

Now, owing to high compression ratios and increased driving speeds, which are responsible for forming contamination in the oil, the cycle is reversed. The majority of car owners, however, fail to realize that this contamination must be filtered out to insure operating economy and efficiency.

And the majority of car repairmen and servicemen fail to grasp these sales opportunities. This indifference is indicated by a recent survey which disclosed that, of all retail dealers in-

terviewed, none mentioned filters to more than 8% of his customers—and the majority did not mention them at all. In other words, these salesmen who have been exceedingly well schooled to check oil, neglected the oil filter market almost completely.

To make motorists conscious of this problem, Fram developed the master oil condition gauge which extracts a sample of oil from the engine. When the average motorist sees the condition of the oil in his car, he is generally willing to do something about it.

The company developed the slogan, "How's your oil filter?" which was featured in all national and trade journal advertising as well as on all display materials. It was majored on a three-

sided island merchandiser built in the form of a jumbo cartridge, of which 20,000 were sold with merchandise to service stations. By using this slogan, retailers were given a chance to make one of more of three sales—an oil filter, a replacement cartridge or an oil change, which made the promotion well worthwhile.

It was to induce jobber salesmen to back up this advertising that the year 'round contest was started. Each product carried a given point value, varying from one to ten, depending upon the retail price range. To be acceptable for point value, all sales must be reported by each salesman on or before the tenth of each month, which keeps salesmen in regular contact with company headquarters. Points are paid monthly in the form of certificates which are redeemable after the first of December for merchandise featured in a Belnap Thompson (Chicago) catalog. The theme of the contest promotion is "No Christmas bills to pay—Give the Fram way."

Announced by mailings which include gift books and registration blanks for registering dealers, the activity is furthered throughout the year by reminders by Fram's 52 salesmen, ten district managers and 25 field men.

### A Monthly Check-up

Routine handling of registrations is accomplished by a card record for each participant, each card being divided into months so that each monthly report is easily recorded. A movable tab indicates at a glance those salesmen who have been negligent in making returns.

A letter is sent reminding these men of their neglect, telling them that several thousand certificates have been mailed to fellow salesmen and urging them to send in their reports promptly. These letters are effective in most cases. If they are not, the general sales office notifies the district manager, and it becomes his duty to have the salesman in charge of that account get action.

To make it easy for salesmen to make returns, the company supplies a printed 8½" by 11" form, one for each month of the year. Each carries an inspirational message such as October's reminder, "The leaves turn red in October and will your face be red if you don't get your share of free Christmas gifts the Fram way—no Christmas bills to pay."

The record carries the jobber's name, the signature of an official of the jobbing company, the customer's name, his city and state address. The number of units sold to each customer is di-







Six years ago Fram Oil Filter Co. was formed to manufacture a laboratory-developed automotive oil filter. In 1937 it was merged with Fleming Manufacturing Co., Worcester, Mass., and in January, 1940, became Fram Corp.

Now the world's largest oil filter manufacturer, it produces a line of 15 filters, ranging in price from \$4 to \$110, and 22 replacement cartridges, ranging in price from \$1 to \$3.50. The products are now standard equipment on Studebaker, on some Fords, and on many trucks, tractors and stationary engines. Its biggest market, however, is in replacement sales through automobile repairers and service station operators.

About a year and a half ago the company turned its general sales management over to T. H. Belling, who for 18 years had been associated with Black & Decker Mfg. Co. in various executive capacities, including that of assistant sales manager.



vided into seven product groups, each group containing products of similar point values. Space to be filled in at Fram headquarters gives total sales for each product group, the total number of merits for each group and the grand total of merits earned during the months. The number of merits for each unit of sale for each of the seven groups is printed on the form, since that is a constant factor. To guide salesmen in making out the return, each form carried a miniature blank filled in.

The contest is backed up with various promotional drives such as the Christmas campaign, when the company sought to put the automotive industry in the running for more holiday dollars. From October 15 to December 1, the company shipped all popular items in Christmas packages. Gift themes, advertised in *Life* and *Saturday Evening Post*, included "If he drives a car give him a Fram—only \$7.50," "The gift that gives as long as it lives," and "Lots of motorists are asking for Frams this year." Through the cooperation of *Life*, ads from each of the two publications were made up in a French-fold printed piece for mailing and station distribution.

An unusual plan to induce station salesmen to talk oil filters to every motorist is the use of a mystery fleet of Fram Phantom Cars. Put on the road shortly after the first of this year, these cars visit identified Fram dealers. If the station attendant asks about the oil filter or tests the oil, he receives \$5.

Drivers of these cars have been selected for this special work, and are unknown even to Fram salesmen and field men. Their work is being well advertised in trade journals and by their

field work the company plans to increase the talk about oil filters.

Trade journal advertising for 1941 appears in *Automotive News*, *Bus Transportation*, *Boating Industry*, *Fleet Owner*, *Farm Implement News*, *Implement & Tractor*, *Jobber Topics*, *Motor*, *SAE Journal*, *Super Service Station*.

Advertising is also appearing in *Capper's Farmer*, *Collier's*, *Country Gentleman*, *Farm Journal & Farmer's Wife*, *Life*, *Motor Boating*, *Saturday Evening Post* and *Successful Farming*.

Van Sant, Dugdale, Baltimore, is the agency.

## Bigelow-Sanford Devises "Colorated" Homes Plan

Bigelow-Sanford Carpet Co. is co-operating with some 50 manufacturers in allied lines to carry out a plan for coordinating colors in all types of home furnishings and is offering the plan to retailers.

Under this "Colorated" plan a housewife may buy draperies, upholstery, lamps and other furniture in harmonizing blends. It is based on seven basic tones of color, with values ranging from extreme light to dark. All will be made from basic ranges so

that they will tone with one another. Department stores and other retailers of home furnishings, B-S anticipates, will heartily endorse the plan. It provides for color harmony out of manufacturers' existing open stocks without the necessity of special purchases of merchandise.

## Georgia-Carolinas Peach Growers Stage Ad Drive

Georgia-Carolinas Peach Marketing Board, headquarters in Macon, Ga., has launched "the greatest promotion in peach history." The A & P chain is cooperating with ads in 2,000 dailies and weeklies, plus elaborate store displays. National Restaurant Association and hotel and dining car groups will use some 600,000 menu inserts and flyers provided by the Board.

In addition, such firms as Kellogg, National Biscuit, General Mills and American Sugar Refining will feature in their advertising "the many ways in which peaches can be used with their products."

The Board will also send refrigerated trucks into the smaller cities. "In the past we reached chiefly the big markets," says Emmett Snellgrove, executive director.

# Free Press Appoints National Representatives

THE DETROIT FREE PRESS  
Announces the Appointment July 1, 1941

of  
Story, Brooks & Finley

as  
National Advertising Representatives

OFFICES

New York—Philadelphia—Chicago—Cleveland—Los Angeles—Atlanta

**The Detroit Free Press**

Detroit's Only Morning Newspaper



There is a time in the affairs of men when it would be fun to strap on a parachute, step into a Messerschmitt and Get Away from It All.

It is to be hoped that America won't

have to hold its nose because of any CIOdor.

Marty Goldman relays a bit of sound advice picked up in his travels: "If you ever expect to retire physically,

don't retire mentally." There's an axiom you can chop with.

Tessie O'Paque says she likes the Navy, especially those Chief Petting Officers.

NIT—"So that's the Liberty Bell!" WIT—"Yes. It's one of Philadelphia's oldest resonants."

A station-wagon is pretty impressive till you get around to the license-plate which reads "TRUCK."

The A.A.A.A. convention at Hot Springs gave us another definition of an optimist . . . "a guy who doesn't know what is going to happen."

Beau Beals says the first issue of Yale's daily newspaper to come off press is obviously the "bulldog."

St. John Brenon calls our attention to the motor-car ads which show automobiles parked close to a big air transport. He can't remember an airport where they let you run your car right up to a plane.

Add similes: "As out-of-breath as a radio actress."

Sign along the Lincoln Highway at York, Pa.: "Belly Acres."

If you have heard this tune kicked around on the radio, you'll know what Bill Harvey is talking about: "As the white bear said to the black bear, 'Amapola'."

Scranton's Laurence Strickler chafes a bit about a Talon Fastener ad in *McCall's*, in which the wife greets her home-coming husband with news of Junior's measles, then drops the subject to bemoan her sloppy zipper. I didn't see the ad, but maybe Mom was broken out more than Junior.

When I picked up the handsomely engraved invitation, I was about to get out the white tie and tails (and the studs, if I could find them). Imagine my surprise. The bid was from the Campbell Soup Co., asking me to try their new black bean soup. I won't need the soup-and-fish for that.

Louise Surgison offers a line pertinent to the oncoming driver who won't turn down his bright headlights: "Brother, can you spare a dim?"

An invoice was stamped: "These goods were produced in conformity with the Fair Labor Standards Act of

SALES MANAGEMENT



DEER PARK



SILVERTON



ROSSMOYNE

**RESEARCH STUDY**  
No. 8-35  
August, 1948  
CERTIFIED:  
ALL FIGURES  
REPORTED AS  
FOUND  
ROSS FEDERAL RESEARCH CORPORATION

The Ross Federal Research Corporation talked to housewives representing more than 4% of ALL families living in Deer Park, Rossmoyne and Silverton, Ohio.

Asked "In what ONE Cincinnati newspaper do you pay the most attention to advertising?" . . . 46% of those who expressed a definite preference for ONE paper said "Times-Star," as compared with 31% for the other evening paper; 14% for the Sunday; 9% for the morning paper.

MORE EVIDENCE that the Times-Star's LARGEST daily circulation in the rich \$300,000,000 Cincinnati Trading Area blankets these outlying communities with greatest selling efficiency, just as it does 53 out of 58 Greater Cincinnati residential sections.

Part of a detailed study covering 6,239 families in 58 residential sections of Metropolitan Cincinnati, for which complete data is available.

**CINCINNATI TIMES-STAR**

HULBERT TAFT, President and Editor-in-Chief  
Owners and Operators of Radio Station WKRC  
NEW YORK: Martin L. Marsh, 60 E. 42nd St.  
CHICAGO: Kellogg M. Patterson, 333 N. Michigan

# The Omaha-Great Plains MARKET



185,288 Sq. Miles  
700,330 Radio Homes

You Can *Dominate* This \$1,468,451,000 Market  
With *One* Radio Station!

With WOW, you can reach *more people* in more *counties* having more *money* to spend, at a cost less than that of any combination of stations covering the same market. This ONE station carries your sales message to the trade territories of Omaha and Lincoln, *plus* a large part of adjacent trade territories.

The reasons? Here they are in a nutshell:

1. **LOCATION.** WOW straddles the Missouri River at Omaha, covering some of the richest sections of Iowa, Nebraska, South Dakota and Kansas—with an overlap into Minnesota and Missouri.
2. **STRONG SIGNAL.** 5000 watts, day and night, with a preferred wave-length of 590 k.c., means that WOW *can* be heard.
3. **PROGRAMMING.** Basic RED network shows, outstanding promotion of important local events by top-notch local radio personalities, mean that WOW *will* be heard.

For complete proof of these statements, write for comprehensive maps and surveys.

RADIO STATION  
**WOW**  
OMAHA, NEBRASKA  
JOHN J. GILLIN, JR., MGR.  
John Blair & Co., Representatives

BASIC RED NETWORK... 590 K. C., 5000 WATTS DAY & NIGHT



# From the

Rag shortages . . . Housewives' consultant . . . For sales managers . . . Hats and generals . . . Department store standing . . . Sells more to women . . . Circulation note

# TOWER

## On rags, wars and newspapers

IN EARLIER times American involvement in war invariably brought about a shortage in the volume of rags available for the manufacture of paper. During the War of Independence newspapers issued many a fervent plea to readers for rags to keep the paper mills, and themselves, going. In the Civil War the scarcity of rags south of the Mason and Dixon line became so acute that most Southern newspapers eventually had to suspend publication. Many of them printed their final issues on wrapping paper; a few used wallpaper.

Rags were also scarce in the Northern states, but newspapers there had not to resort to such drastic expedients. Production costs went sky-high. Among the newspapers compelled to raise their prices was the seventeen-year-old Chicago Tribune which, on July 8, 1864, advanced its price from three to five cents. This was the highest price at which the Daily Tribune has ever been published.

The Tribune for which readers gladly paid five cents seventy-seven years ago consisted of four pages. The Tribune published on the day on which this item was written—June 13, 1941—contained thirty-six pages. Of its more than 1,000,000 circulation, approximately 865,000 copies were sold in Chicago and suburbs for two cents a copy.

In physical format there are, naturally, many striking differences between the Chicago Tribune of today and that of 1864 when the exigencies of war forced it to raise its price to five cents. But there has been no change in its character. Today, as in Civil War times and earlier, the Chicago Tribune is first of all a newspaper, putting before every other consideration its duty to its readers to print the news completely and without compromise.

## Sells more to women every day of the week

The editorial qualities which build deepest interest among women readers produce the best results for advertisers. Every day of the week, Chicago's largest constant audience of women turns to the Tribune because it gives

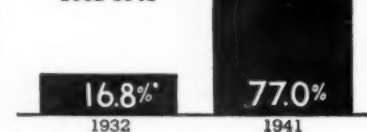


To thousands of Chicago housewives, Mary Meade, home economics editor of the Chicago Tribune, is a trusted friend, aid and counsellor. How greatly Chicago housewives rely on her culinary judgment may be seen in the fact that during 1940 she had 19,444 inquirers who called in person, 5,310 who phoned, and 28,768 who used the mails. During the same period 55,171 copies of Mary Meade's booklets on cooking and home management were sold.

women more of what they want in a newspaper. They read it for news, entertainment—and buying ideas. This fact is proved by Chicago retailers who place in the Tribune more of their budgets for women-appeal advertising than they place in any two other Chicago newspapers combined.

\* \* \*

Percentage of Tribune lead over next Chicago newspaper first five months 1932-1941



\*Lead of another newspaper over the Tribune

Charted above is Chicago Tribune leadership in department store advertising for the first five months of the years 1932 and 1941. Note the increase. Since 1932, Tribune total net paid circulation has gained more than 235,000 on weekdays and over 185,000 on Sunday.

\* \* \*

## THREE HATS AND TWO GENERALS

Marshall Field's Store for Men recently placed a 320-line advertisement in the Chicago Tribune for Stetson ermine-beaver hats at \$150.00 each.

Because Field's didn't expect to sell many such hats they stocked only two of them. However, on the day their advertisement ap-

peared in the Tribune, they sold two—not the two in stock which did not fit the customers. (The correct sizes were, of course, ordered from the makers.)

Some days later another of these unusual hats was sold from the Field ad; not by Field's though, but by a Stetson dealer in Dallas, Texas. Here is how that happened:

A couple of Mexican generals in Dallas that day saw the Field ad in the Chicago Tribune. Straightaway they went to a dealer who, however, didn't carry hats of such

regal status. He consulted with the Stetson divisional representative who, like the two generals, was also in Dallas. A sale was arranged. Each general put up \$75.00 and between them bought a Stetson ermine-beaver hat as a gift for Avila Camacho, president of Mexico.

P.S. Because the Tribune does a competent job of selling all kinds of men's clothing—including hats at \$150.00 each—men's clothing advertisers place more of their advertising appropriations in the Tribune than in all other Chicago newspapers combined.

\* \* \*

## Sales Managers' Medium

Because they know that half-throttle selling misses out in a full-throttle market, sales managers invariably recommend the use of the Tribune in powering sales drives directed toward winning a full share of Chicago's expanding volume. With over 1,000,000 net paid every day in the week, the Tribune is the one medium in Chicago which has the volume of circulation needed to capitalize today's opportunities to the full.

\* \* \*

**CHICAGO TRIBUNE CIRCULATION during May, 1941 was in excess of 1,000,000 every day of the week**